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The role of employee empowerment strategy in enhancing strategic cohesion: An exploratory study of the views of a sample of employees at Asiacell Telecommunications Company

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Abstract

This study seeks to examine the impact of employee empowerment strategies on improving strategic cohesiveness at Asiacell Telecommunications Company. The study inquired about the function of employee empowerment strategies in achieving strategic cohesiveness. To fulfill the study aims, the researcher employed a descriptive-analytical methodology, concentrating on the perspectives of a sample of employees at Asiacell Telecommunications Company. Data was gathered utilizing a questionnaire as the principal instrument, with a total of 159 surveys administered to the company's employees. The research identified numerous significant findings, including a link between employee empowerment strategies and strategic cohesiveness, along with a beneficial effect of employee empowerment strategies on strategic cohesion. Furthermore, the study proposed other recommendations.

Keywords: Employee empowerment strategy, strategic cohesion, Asiacell Telecommunications Company

Introduction

Contemporary business organizations face numerous challenges in light of the rapid changes in the business environment. To successfully address these challenges, organizations require unique and distinctive efforts and capabilities in order to achieve their objectives for which they were established. Empowerment has become the core of innovation and excellence for all business organizations. Empowerment contributes to increasing internal commitment, loyalty, and reducing absenteeism and employee turnover. Undoubtedly, human resources have become one of the key elements for the success of business organizations. It can be said that they are the primary and essential determinant of this success through providing and preparing highly skilled human resources with strong organizational loyalty, enabling them to effectively handle workloads and achieve organizational goals with efficiency.

Consequently, there is a must to examine the employee empowerment plan to comprehend how its elements might foster strategic cohesiveness inside the analyzed organization. Strategic coherence is an essential performance criterion for both public and private sector organizations, due to factors such as customer satisfaction, competitive differentiation, and other considerations. Theoretical ideas will be examined in the research's theoretical component.

Section One: The Methodological Framework

First: Research Problem

The environmental challenges surrounding companies and the business environments in which they operate have a significant impact on them. These challenges impose different threats on companies, which require proper handling to ensure they move toward success in their business fields. These challenges and changes greatly affect the telecommunications sector in Iraq, which is one of the most important service sectors in the country due to the sensitivity of its services and the specific, precise requirements they demand.

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Failure to meet these requirements results in severe consequences for the sector, which, in turn, significantly impacts other sectors. Furthermore, failure to achieve strategic cohesion leads to increased costs and losses, particularly concerning the company's market share. Therefore, telecommunications services are distinct from other services in terms of importance, type, and impact.

The researcher observed during exploratory visits to Asiaccell Telecom that there is a problem related to cohesion, as there are indications of a decline in the level of strategic cohesion within the company. Therefore, it is essential to explore new strategies to develop the telecommunications sector in all its aspects, which will, in turn, improve the quality of communication services. Hence, this research aims to enhance strategic cohesion by strengthening the employee empowerment strategy to make work systems more productive. Based on the above, the central research problem can be formulated in the following main question: "What is the role of the employee empowerment strategy in enhancing strategic cohesion?"

Second: Importance of the Research

This research is significant for elucidating the notions of

employee empowerment strategy and strategic coherence, given the scarcity of studies connecting these two concepts, to the best of the researcher's knowledge. The research promotes Asiaccell Telecom to use novel ways for employee involvement and empowerment to improve strategic cohesiveness. It also emphasizes the intellectual and logical correlation between these two factors.

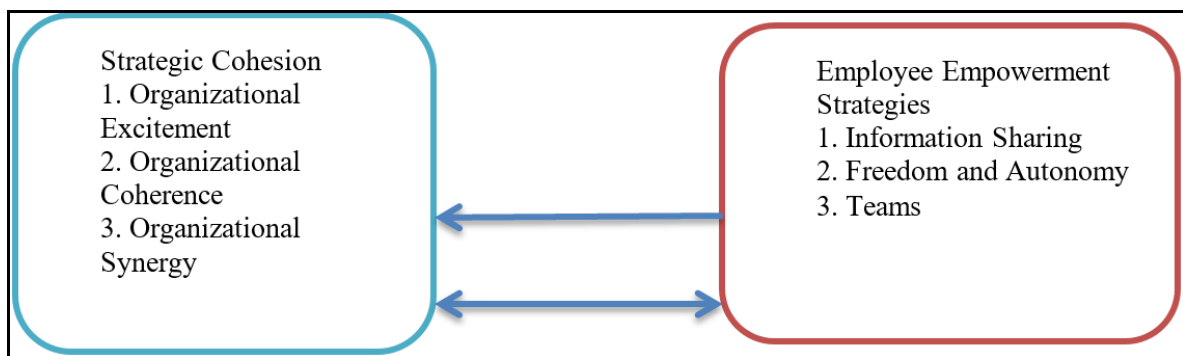
Third: Research Objectives

This research is to examine the influence of the employee empowerment approach on the strategic cohesiveness process at Asiaccell Telecom and to elucidate the relationship between these factors inside the organization. The research aims to educate employees on the employee empowerment approach, its significance, and its contribution to the company's success and ongoing provision of excellent services.

Fourth: Research Framework and Hypotheses

1. Research Hypothetical Model

Based on the research topic, its significance, and its goals, the researcher created the research model. Figure (1) provides an illustration of the model.



Source: Prepared by the researcher

Fig 1: Hypothetical Model of the Research

2. Research Hypotheses

The following theories were developed in compliance with the research paradigm and in line with the research challenge:

A. Correlation Hypothesis (Ha1): A substantial correlation exists between the employee empowerment approach and strategic cohesiveness at Asiaccell Telecommunications Company. The subsequent sub-hypotheses arise from this:

- **First Correlation Hypothesis (Ha1-1):** A substantial correlation exists between information sharing and strategic cohesiveness.
- **Second Correlation Hypothesis (Ha1-2):** There is a significant relationship between freedom and independence and strategic cohesion.
- **Third Correlation Hypothesis (Ha1-3):** There is a significant relationship between team work and strategic cohesion.

B. Impact Hypothesis (Ha2): Employee empowerment strategy has a significant impact on strategic cohesion at Asiaccell Telecommunications Company. The following sub-hypotheses emerge from this:

- **First Impact Hypothesis (Ha2-1):** There is a significant impact of information sharing on strategic

cohesion.

- **Second Impact Hypothesis (Ha2-2):** There is a significant impact of freedom and independence on strategic cohesion.
- **Third Impact Hypothesis (Ha2-3):** There is a significant impact of team work on strategic cohesion.

Fifth: Research Methodology

To fulfill the study's aims, the researcher employed a descriptive analytical methodology, a renowned scientific strategy in research execution. This strategy aids in identifying the nature of relationships between variables, their causative factors, directions, and comprehending their reality via data collecting. Consequently, the descriptive analytical technique is seen realistic as it examines the phenomena in its actual state.

Sixth: Scope of the Research

The research was done between September 19, 2024, until January 10, 2025. Asiaccell Telecommunications Company was selected as the research population, with a sample size of 159 employees from the organization. The study focuses on two variables: strategic cohesiveness, which includes its sub-dimensions, and employee empowerment approach, which is the independent variable.

Section Two: Theoretical Framework

First: Employee Empowerment Strategy

1. Concept of Empowerment

In recent years, there has been increased attention to the concept of empowerment strategy, particularly in light of rapidly changing environmental factors and the growing intellectual and knowledge capabilities of employees in various organizations. This has led many organizational leaders to focus on this concept and elevate it due to its importance in achieving superior organizational performance, gaining employee satisfaction and loyalty, and contributing to competitive advantage, which ensures the organization's survival in the long term.

Employee empowerment has been defined by Al-Nima and Suleiman (2012) ^[14] as "granting employees broad authority to make decisions related to improving the services provided to customers."

Furthermore, Kim and Fernandez (2017) ^[20] defined it as a four-dimensional motivational construct consisting of perception, meaning, self-determination, and impact, reflecting an active rather than passive approach toward work.

2. Importance of Employee Empowerment

Employee empowerment is a topic that has been emphasized by many researchers in the field of human resource management. Their research and studies indicate that empowering employees contributes to improving quality, achieving job satisfaction, organizational commitment, and organizational effectiveness. Al-Kaabi (2017) ^[10] identified a set of reasons that underline the importance of empowerment:

1. It helps top management focus on long-term strategic issues, rather than being preoccupied with routine daily matters.
2. It enables optimal utilization of all available resources, particularly human resources, to maintain and enhance competitive development.
3. It allows for quicker decision-making processes and unleashes the creative abilities and skills of employees.
4. It reduces operational costs by minimizing unnecessary administrative levels.
5. It grants employees greater responsibilities regarding their tasks, which leads to a sense of accomplishment for the work they do.

3. Dimensions of Employee Empowerment Strategy

Researchers who have addressed the topic of employee empowerment strategy have significantly varied in their views regarding the adopted dimensions. Based on the nature of the organization or more specifically the strategic approach employed by the organization in question, the following dimensions have been adopted: (information sharing, freedom and autonomy, and teamwork).

A. Information Sharing

Information sharing represents one of the fundamental dimensions of an empowerment strategy. The key focus of implementing an empowerment strategy is closely linked to the availability of adequate information about all activities within the organization and making this information accessible to all employees. This means that the most crucial step in building empowered organizations lies in providing information about the goals the organization aims

to achieve. Regarding the requirements for information sharing, the following points are essential (Halima & Yamina, 2015, p. 13) ^[2]:

- **Building Trust:** This refers to mutual trust between management and employees, established through continuous exchange of information about the actual operations between management and employees.
- **Enhancing Responsibility:** Information sharing requires employees to take on more responsibilities and meet management's expectations, as well as being accountable for the results achieved.
- **Availability of Communication Channels:** The continuous exchange of information between management and employees necessitates smooth communication channels, ensuring that information reaches its destination in a timely and appropriate manner.

B. Freedom and Autonomy

This dimension represents self-sufficiency in practicing work behaviors within the organization. Freedom is considered a strategic dimension of empowerment as it involves granting employees the freedom to carry out their tasks without needing to refer to senior management. Autonomy, on the other hand, refers to reducing the supervisory role in task performance and granting employees more authority through broad measures such as organizational restructuring.

Meanwhile, pointed out that freedom and autonomy signify upper management's trust in employees, allowing them greater flexibility and full freedom in performing their duties. (Latifa, 2015, p. 65) ^[11] also divided freedom into three types:

- **Routine Freedom of Action:** This occurs when employees select the most appropriate option from a set of available alternatives to perform their daily tasks.
- **Creative Freedom of Action:** This type of freedom is practiced when employees independently create alternatives to accomplish their tasks.
- **Restricted Freedom of Action:** This type represents the negative side of freedom, where the organization imposes certain behaviors on employees while performing their duties.

C. Work Teams

Work teams are small groups of employees who work together and support themselves in carrying out daily tasks through the authority granted to them. These teams are responsible for planning, implementing, and monitoring to ensure the success of the organization. They break down the organization's overall tasks into smaller, specialized sub-tasks (Hawari & Dhaif, 2018, p. 205) ^[15]. Moreover, (Al-Malfouh, 2016, p. 32) ^[13] highlighted the requirements for achieving effectiveness in self-managed work teams, which include the following:

- Employees should be informed about the concept of work teams, their importance, the nature of their work, and their responsibilities.
- Top management must have a clear commitment and a willingness to adopt the work team approach.
- The new approach should be discussed with managers and their concerns should be addressed, as some managers believe that this method limits their authority.

- Top management should understand that the results of implementing this approach will not be achieved in the short term. Sufficient time must pass for its implementation, absorption, and training of employees to achieve the desired outcomes.

2. Strategic Cohesion Concept

Strategic cohesion is a crucial aspect of strategic thinking, enabling telecommunications companies to attain their objectives by implementing comprehensive cohesion that aligns the organization's departments and employees towards shared communication goals. The notion of strategic coherence has been extensively examined, with several names employed to describe it, including alignment, fit, integration, and linkage.

The concept of strategic cohesion has gained increasing attention from researchers and authors in the field of strategic management, particularly in the realm of "strategy as practice," although early strategic management scholars used different terms for this concept, such as integration, strategic communication, strategic alignment, or strategic layering (Al-Daami, 2019, p. 75) [3]. Organizations with a cohesive strategy are those that have a knowledge-oriented approach, enabling them to offer new services, products, and goals, which provide a high competitive advantage in their field. Strategic analysis and evaluation of technological environmental factors, relying on the knowledge-building strategy for organizations, gives top management a future vision that allows organizations to adapt to changes, create opportunities, and exploit them, or plan to produce new, unexpected products, services, and solutions (Lynch, 2006, p. 6) [22].

Strategic cohesion represents a challenge for most organizations, involving multiple dimensions, including administrative aspects, offering innovative solutions to achieve customer satisfaction with the products and services provided, and facilitating the exchange of expertise and information across the organization's units.

2. Importance of Strategic Cohesion

Strategic cohesion contributes to a successful work environment within the organization and plays a vital role in achieving sustainable competitive advantage and organizational goals. The importance of strategic cohesion, as outlined by researchers, can be summarized in the following points: (Al-Marsy *et al.*, 2002, p. 153; Amari, 2004, p. 2) [12, 6]:

- It helps in the efficient allocation of available resources and determining how to utilize them.
- It aids in understanding the basic concepts, identifying internal strengths and weaknesses, as well as external opportunities and threats. This diagnosis is based on studying the organization at its core and its surrounding environment.
- It enables identifying available opportunities for the organization. By considering the organization's expertise, capabilities, and resources, opportunities are evaluated to decide which ones should be pursued or excluded.
- Many organizations strive to adapt to the changing factors in their environment and positively influence them, thus playing a proactive role in the development and growth of the organization.

3. Dimensions of Strategic Cohesion

Strategic cohesiveness has three fundamental dimensions: organizational excitement, organizational cohesion, and organizational synergy. These factors are essential for assessing strategic coherence and significantly contribute to developing organizational cohesiveness.

A. Organizational Excitement

Organizational enthusiasm denotes the activities engaged in by individuals and organizations that willingly partake in novel concepts or initiatives that establish the desired trajectory for action initiation. This denotes the initiation of new efforts or undertakings. Concepts and initiatives arise in diverse manifestations and sectors of the company, facilitated by tasks and routine dialogues. These activities can be described as "fueling" the organization's strategic efforts; but, at this juncture, they only constitute localized interpretations of necessary actions (Lusiani & Langley, 2018: 6) [21]. Organizational enthusiasm entails inspiring an organization's people, via proficient leadership, to adapt successfully to the evolving environment. To enhance the organization's skills in this domain, it must excel and succeed by delivering optimal performance through the recruitment of the finest personnel (Megivern & Topic, 1997: 198) [23].

B. Organizational Cohesion

Organizational cohesion is an essential task required in any organization, especially in production processes and product quality (Srivastava, 2010: 47) [25]. The concept of organizational cohesion is linked to the strength of the organization's culture in driving proactive and new initiatives by managers (Urrabazo, 2006: 189) [26]. The organizational culture is one of the main elements in explaining the behavior of the organization, its leadership, management, teams, groups, managers, human resources, and stakeholders involved with its operations (Boudiaf & Zglash, 2019: 8) [1]. Organizational culture, in a broad sense, refers to the culture of the organization as a whole, or any group of individuals working together within the organization. Practically, organizational culture describes the environment in which individuals work and influences their behavior, thinking, and work experience (Warrick, 2016: 13) [27]. Leaders emphasize the importance of the role that culture can play in the success or failure of the organization and acknowledge the need for training or understanding what is required to build successful cultures (Nguyen *et al.*, 2018: 134) [24].

C. Organizational Synergy

Organizational synergy refers to all activities in which the meanings expressed by the intended direction from different parts of the organization interlink, based on horizontal and vertical communication (Al-Sabaawe *et al.*, 2024:71) [17]. The communication process is a fundamental element in contributing significantly to the success of the organization and achieving its objectives. The success of management largely depends on how well the communication process is understood. While communication is a means rather than an end in itself, it remains essential for coordinating the efforts of different divisions and employees within the organization. Effective communication tends to motivate and encourage individuals to improve their performance, which ensures the successful implementation of plans and

programs (Al-Anzi, 2010: 13) [7]. Communication reflects the organization’s ability to manage collaboration between colleagues, create an atmosphere of openness and trust between different units and organizational levels, and encourage the use of advanced information and communication technologies to keep up with changes in the business environment (Gibson & Hodgetts, 1991: 2) [16].

Chapter 3: Field Framework

First: Testing the Hypothesis of Correlation

The hypothesis in this section is as follows

1. Correlation Hypothesis (Ha1): A substantial association exists between the employee empowerment approach and strategic cohesiveness at Asiaccell Telecommunications Company. The subsequent sub-hypotheses derive from this principal hypothesis:

a. First Correlation Hypothesis (Ha1-1): There is a significant correlation between information sharing and strategic cohesion.

The Pearson correlation coefficient (Pearson) was used to determine the significance, strength, and direction of the relationship between information sharing and strategic cohesion. The results are shown in Table (1):

Table 1: Pearson Correlation Coefficient between Information Sharing and Strategic Cohesion

Dimensions	Statement	Strategic Cohesion
Information Sharing	Pearson Correlation Value	0.263**
	Significance Value (Sig).	0.000

Source: Prepared by the researcher based on the (SPSS Ver.22) program

Table (1) indicates a considerable positive link between information sharing and strategy cohesiveness in exceptional performance. This indicates that the capacity for information exchange within Asiaccell Telecom will coincide with the presence of strategic cohesiveness. The first correlation hypothesis is approved based on these data.

B. Second Correlation Hypothesis (Ha1-2): There is a significant correlation between freedom and autonomy and strategic cohesion.

Pearson's correlation coefficient was used to determine the significance, strength, and direction of the relationship between freedom and autonomy and strategic cohesion. The results appear in Table (2).

Table 2: Pearson correlation between freedom, autonomy, and strategic cohesion

Dimensions	Statement	Strategic Cohesion
Freedom and Autonomy	Pearson Correlation Value	0.239**
	Significance Value (Sig).	0.000

Source: Prepared by the researcher using the (SPSS Ver.22) software.

Table (2) indicates a considerable positive link between freedom and autonomy and strategic cohesiveness. The existence of independence and autonomy at Asiaccell Telecom will coincide with strategic cohesiveness. The second correlation hypothesis is approved based on these data.

C. Hypothesis of the third correlation (Ha1-3): There is a significant correlation between teamwork and strategic cohesion.

The Pearson correlation coefficient was used to determine the significance, strength, and direction of the relationship between teamwork and superior performance. The results are shown in Table (3).

Table 3: The Pearson correlation coefficient between teamwork and superior performance.

Dimensions	Statement	Strategic Cohesion
Teamwork	Pearson Correlation Value	0.189**
	Significance Value (Sig).	0.002

Source: Prepared by the researcher based on SPSS Ver.22.

Table (3) indicates a substantial positive association between teamwork and strategic cohesiveness, suggesting that the existence of teamwork at Asiaccell Telecommunications Company correlates with the presence of strategic cohesion. The results validate the acceptance of the third hypothesis about correlation.

Based on the findings of the three sub-hypotheses, it may be inferred that the correlation hypothesis is validated.

Pearson's correlation coefficient was employed to validate the link between the combined employee empowerment approach variable and strategic cohesion, evaluating the relevance, strength, and direction of this relationship. Table 4 displays the values of the correlation coefficient.

Table 4: Correlation coefficient between the combined employee empowerment strategy variable and strategic cohesion.

Dimensions	Statement	Healthcare Service Quality
Employee Empowerment Strategy	Pearson Correlation Value	0.249**
	Significance Value (Sig).	0.000

Source: Prepared by the researcher using the (SPSS Ver.22) program

Table (4) indicates a considerable positive association between the employee empowerment approach as a whole and strategic cohesiveness. The implementation of the employee empowerment plan at Asiaccell Telecommunications Company will coincide with the presence of strategic cohesiveness. This outcome validates the acceptance of the premise.

Second: Testing the Impact Hypothesis

The hypothesis in this section is as follows

1. Impact Hypothesis (Ha2): There is a significant impact of the employee empowerment strategy on strategic cohesion in Asiaccell Telecommunications Company. The following sub-hypotheses arise from this:

a. First Impact Hypothesis (Ha2-1): There is a significant impact of information sharing on strategic cohesion.

A linear regression equation was created to assess the impact of information sharing on the dependent variable, hence estimating remarkable performance. The findings are presented in Table 5.

Table 5: Results of the impact of information sharing on strategic cohesion

Dimensions	(R2)	F Value	(Sig.)	Significance
Information Sharing	0.084	15.417	0.000	Statistical Significance
	Regression Coefficient (β)	T Value	(Sig.)	Significance
	0.263	4.477	0.000	Statistical Significance

Source: Prepared by the researcher using the (SPSS Ver.22) program

Table (5) demonstrates that the regression model's validity is confirmed by an F-value of (15.417) at a 5% significance level, indicating that strategic coherence may be expected through information sharing. The T-value of 4.477 at a 5% significance level indicates a significant effect. The positive regression coefficient (β) of 0.263 signifies a favorable impact, indicating that the provision of information sharing at Asiacell Telecommunications will improve the level of strategic coherence. The R² score of 0.084 signifies that information sharing accounts for 8.4% of the variance in strategic cohesiveness. The initial hypothesis on the impact is affirmed based on the results.

B. Second Hypothesis of Effect (Ha2-2): There is a significant effect of freedom and independence on strategic cohesion.

A straightforward linear regression equation was developed to assess quality via freedom and independence, aiming to ascertain the degree of the latter's influence on strategic cohesiveness. The findings of the effects are presented in Table 6.

Table 6: Results of the effect of freedom and independence on strategic cohesion.

Dimensions	(R2)	F Value	(Sig.)	Significance
Freedom and Independence	0.045	16.383	0.000	Statistical Significance
	Regression Coefficient (β)	T Value	(Sig.)	Significance
	0.234	4.059	0.000	Statistical Significance

Source: Prepared by the researcher using (SPSS Ver.22)

With a (F) value of (16.383) at a 5% significant level, Table (6) shows that the regression model is accurate and that freedom and independence may be used to evaluate strategic cohesion. At a significance level of 5%, the value of (T), which is (4.059), indicates a significant impact. The degree of strategic coherence will be positively impacted and enhanced by Asiacell Telecommunications' freedom and independence, according to the positive regression coefficient (β) of 0.234. The coefficient of determination (R²) of 0.045 signifies that freedom and independence account for 4.5% of the variance in strategic cohesiveness. The second hypothesis about impact is accepted based on these data.

c. Third hypothesis of impact (Ha2-3): There is a significant effect of work teams on strategic cohesion.

A linear regression equation was developed to quantify strategic coherence via work teams, aiming to ascertain their impact on the dependent variable. The findings are

displayed in Table 7.

Table 7: Results of the effect of work teams on outstanding performance

Dimensions	(R2)	F Value	(Sig.)	Significance
Customer Mix Management Strategy	0.031	9.575	0.002	Statistical Significance
	Regression Coefficient (β)	T Value	(Sig.)	Significance
	0.181	3.088	0.002	Statistical Significance

The source: Prepared by the researcher using SPSS Ver.22

The validity of the regression model is confirmed by an F-value of 9.575 at a 5% significance level, as shown in Table (7), indicating the possibility of evaluating strategic cohesion through cooperation. A significant effect is shown by a T-value of 3.088 at a 5% significance level. A good influence is shown by the positive regression coefficient (β) of 0.181. The existence of collaboration at Asiacell Telecommunications Company will enhance and elevate the degree of strategic cohesiveness. The R-squared value of 0.031 signifies that collaboration accounts for 3.1% of the variation in strategic cohesiveness. The third hypothesis is adopted based on these data.

It is possible to infer that the second main hypothesis is accepted based on the findings of the three sub-hypotheses.

A straightforward linear regression equation was created to assess strategic coherence via the employee empowerment strategy variable, aiming to ascertain its impact on the dependent variable, as seen in Table (8).

Table 8: Results of the impact of the employee empowerment strategy variable on strategic cohesion.

Dimensions and variables	(R2)	F Value	(Sig.)	Significance
Employee Empowerment Strategy	0.062	18.749	0.000	Statistical Significance
	Regression Coefficient (β)	T Value	(Sig.)	Significance
	0.249	4.330	0.000	Statistical Significance

Source: Prepared by the researcher based on the SPSS Ver.22 program.

Strategic coherence may be predicted using the composite variable of the employee empowerment method, according to Table (8), which shows that the validity of the regression equation model is supported by a F value of 18.749 at a 5% significant level. A significant effect is shown by a (T) value of 4.330 at a 5% significance level. The existence of the employee empowerment strategy variable at Asiacell Telecommunications Company will improve and elevate the level of strategic coherence, according to the positive regression coefficient (β) of 0.249, which indicates a favorable influence. The coefficient of determination (R²) value of 0.062 signifies that the employee empowerment approach variable accounts for 6.2% of the variance in strategic cohesiveness. This outcome corroborates the acceptance of the impact theory.

Chapter Four: Conclusions and Recommendations

First: Conclusions

The researcher reached a set of conclusions, as follows:

1. The findings demonstrated a strong positive relationship between strategic cohesiveness and the employee empowerment approach, indicating that the more Asiacell Telecommunications Company focuses on employee empowerment strategies, the stronger the strategic cohesion.
2. The findings validated a substantial positive association among the three characteristics (information sharing, autonomy, and teamwork) of the employee empowerment approach variable and the strategic cohesiveness variable. This indicates that Asiacell Telecommunications Company's emphasis on information sharing with employees, granting them autonomy, and forming work teams will enhance strategic cohesion, resulting in increased levels of cohesion.
3. The results demonstrated that the information-sharing strategy positively influences strategic cohesion, indicating that clarifying the process of sharing information with employees helps strengthen strategic cohesion.
4. The results proved that freedom and independence positively affect strategic cohesion, highlighting the importance of granting freedom and independence to employees, which contributes to enhancing the level of strategic cohesion in Asiacell Telecommunications Company.
5. The results confirmed that work teams positively influence strategic cohesion, indicating that the creation of work teams by Asiacell Telecommunications Company will positively impact and elevate the company's level of strategic cohesion.

This part contains a series of significant recommendations that the researcher proposes to the management of Asiacell Telecommunications Company, as follows:

1. Urging the management of Asiacell Telecommunications Company to adopt an employee empowerment strategy to enhance strategic cohesion, while providing the necessary requirements to implement this strategy efficiently and effectively.
2. Activating communication channels between employees and the management of Asiacell Telecommunications Company and encouraging the management to share information with employees to advance the telecommunications sector in Iraq, improving strategic cohesion, which will positively impact telecommunication services.
3. Encouraging the management of Asiacell Telecommunications Company to hold awareness courses within the company and collaborate with specialized administrators to clarify the benefits of implementing the employee empowerment strategy.
4. Encouraging the management of Asiacell Telecommunications Company to create work teams that contribute to enhancing strategic cohesion, which will reflect positively on improving telecommunications services in Iraq.
5. Directing the management of Asiacell Telecommunications Company to focus on granting freedom and independence to employees, which will

positively impact strategic cohesion.

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