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The impact of administrative empowerment management on organizational planning processes in telecommunications companies in Jordan: A case study on orange telecom

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Abstract--The study aimed to identify the impact of administrative empowerment management on organizational planning processes in telecommunications companies in Jordan, through a case study on Orange Telecom Company. The study adopted the descriptive survey method to describe the reality of the phenomenon being studied. The study sample consisted of (140) workers in the Orange Jordan Telecom Company. To achieve the objectives of the study, the researcher designed a questionnaire in order to identify the impact of empowerment management on organizational planning. Accordingly, the study reached a set of results, including: The dimension of incentives as one of the dimensions of administrative empowerment ranked first and with a high degree of importance among the dimensions, and the arithmetic mean of the incentives dimension reached (4.186). The dimensions "teamwork", "delegation of authority", "organizational culture" and "participation in decision-making" came to a high degree in terms of importance, and the previous dimensions ranked second, third, fourth and fifth, respectively in terms of importance. The arithmetic means of the aforementioned dimensions were (4.142, 4.072, 4.065, 4.036) respectively. Finally, by discussing the five dimensions of the study related to the management of administrative empowerment, it was found that there is a clear impact

of the management of administrative empowerment on the organizational planning processes in the Orange Telecom Company.

Keywords--administrative, empowerment department, organizational planning, orange telecom company.

Introduction

It is believed, in modern management, that if the success of a project is contingent on achieving its goals, the workforce is the means to achieve these goals. Hence, in order for the project to flourish and develop, it is necessary for it to form an integrated team of workers who have the experience, skill and optional desire to work efficiently, and the incentive to raise their productive efficiency, and they feel the desire to stay in the project and be loyal to it. A strong trend appeared towards the organizational structure and planning of institutions, and this trend was accompanied by a trend towards decentralization, the use of work teams, the expansion of the scope of control and oversight, the encouragement of participation in decision-making, and the increase of lower administrative levels (Obrenovic et al, 2020).Sanad et al (2021) indicated that this trend has transferred many tasks and responsibilities from managers to work teams and subordinates in what is called employee empowerment.

Foster et al (2019) indicated that the management of administrative empowerment instills the spirit of responsibility and pride in the work force and is considered the basis for enabling managers and workers to establish a spirit of responsibility, and enable them to exercise full authority and assume professional responsibility to face challenges and developments and adopt behaviors that are compatible with their work in accordance with organizational planning processes. Andrei et al (2018) indicated that the management empowerment department contributes to increasing work motivation and provides workers with judgments and freedom of action in the issues they face through the exercise of their functional tasks within the framework of organizational planning for operations within the company.

It should be noted that the management of administrative empowerment and its link to organizational planning processes improve practical capabilities as a comprehensive system for the development and preference of the contributions of the human element, which affects the formation of the individual's powers at work and pushes him to be initiative, creative and responsible(Lombardi et al, 2020).Which is referred to as starting with empowerment as a cornerstone in the strategic administrative building of organizations and companies (Almahirah, 2020). In the same context, managing administrative empowerment leads to the success of organizations in light of highly influential environmental changes, such as globalization, information technology, competition unity, and trade liberalization. Therefore, those institutions must be more rapid and flexible in responding to environmental requirements, and more able to exploit their resources, and achieve profitability, in addition to achieving the satisfaction of their customers, which leads to improving the competitiveness of organizations (Almahirah, 2022).

The importance and benefits of empowerment for employees of companies in their work also stem from the tasks entrusted to them. Thus, for them, the process of empowerment is the way to develop their capabilities, achieve themselves, and feel the management respect for them. Among the benefits of the empowerment process is also the better development of the organization, making it capable of development, renewal and keeping pace with the rapid environmental changes and developments of the new century (Putera, 2020). The management empowerment department also has positive results for clients or customers who wish to deal with employees who have creative capabilities, independence, responsiveness and powers that enable them to answer their inquiries without referring to managers or reviewing instructions (Aggarwal et al, 2018).

Since the most effective decisions are those made by the people closest to the work environment, it is necessary to give individuals working in the Orange Telecom Company in Jordan more independence, and to involve them in decision-making; Because of their knowledge of the work environment, and their ability to face work problems, so they must be given confidence in decision-making and the actual participation (by the company's employees) to solve its problems and take responsibility. Accordingly, Alshare (2018) indicated that monitoring the results does not require fear of taking action, and taking risks. The goal of the empowerment department at Orange Telecom is to increase efficiency and effectiveness in services and customer satisfaction, which is what Orange Telecom seeks.

Problem of the Study

Many Arab countries are making unremitting efforts to increase the administrative empowerment of workers in companies, but these efforts are still limited and insufficient to achieve this goal. However, these efforts give hope that the administrative empowerment of workers in companies and organizations will be a tangible reality in practice, since companies and organizations today require that their leaders be given the required authority, and powers that are commensurate with the nature of their work, and a responsible independence that enables them to keep pace with development, improve services and satisfy customers. The information boom in recent years, and with the massive expansion of services pursued by the Hashemite Kingdom of Jordan in various regions, has become the responsibilities of companies and organizations to adopt administrative empowerment management processes in accordance with the plans of organizational planning processes (Almahirah, 2020).

From this point of view, the study of Abualoush et al (2018) indicated that the organizational planning processes come through the elements of empowerment management represented in effective performance, as well as the effective utilization of human resources in the best way, and leads to making work more flexible and more motivating. The results of the study of Stouten et al (2018) also indicated that administrative empowerment management processes have become important in light of technological progress. Administrative organizations and companies are now working in the same work with fewer individuals, and therefore they need to facilitate opportunities for each worker because team

members contribute as much as possible to achieving the goals of the organization.

Accordingly, the work environment cannot be changed overnight, and for this the empowerment process must be evaluated by evaluating its work outcomes, such as achievement rates in performance, improvement in the quality and quantity of work, improvement in absenteeism rates and work turnover, and higher levels of job satisfaction and a sense of organizational justice (García- Juan et al, 2018). Therefore, it is wrong for the administration to rush to obtain quick and reassuring results, as empowerment is a comprehensive process that takes time, and includes all parties in the organization (Akram et al, 2019). Based on the foregoing, it is imperative for the Orange Telecom Company to adopt the elements and characteristics of administrative empowerment management in accordance with the organizational planning processes to highlight its distinguished role in service and technology, in addition to nurturing the spirit of positive competition to achieve a competitive advantage among other companies. Accordingly, the problem of the current study is represented in the following main question:

What is the impact of the Administrative Empowerment management on the organizational planning processes in the Orange Telecom Company in Jordan?

Questions of the Study

- What is the impact of Administrative Empowerment management through teamwork on organizational planning processes in Orange Telecom in Jordan?
- What is the impact of Administrative Empowerment management through participation in decision-making on organizational planning processes in Orange Telecom Company in Jordan?
- What is the impact of the Administrative Empowerment management through the delegation of authority on the organizational planning processes in the Orange Telecom Company in Jordan?
- What is the impact of Administrative Empowerment management through incentives on organizational planning processes in the Orange Telecom Company in Jordan?
- What is the impact of Administrative Empowerment management through organizational culture on the organizational planning processes in the Orange Telecom Company in Jordan?

Objectives of the Study

- Identifying the impact of Administrative Empowerment management through teamwork on organizational planning processes in Orange Telecom in Jordan.
- Identifying the impact of Administrative Empowerment management through participation in decision-making on organizational planning processes in Orange Telecom Company in Jordan.
- Identifying the impact of the Administrative Empowerment management through the delegation of authority on the organizational planning processes in the Orange Telecom Company in Jordan.

- Identifying the impact of Administrative Empowerment management through incentives on organizational planning processes in the Orange Telecom Company in Jordan.
- Identifying the impact of Administrative Empowerment management through organizational culture on the organizational planning processes in the Orange Telecom Company in Jordan.

Significance of the Study

The theoretical importance of this study derives from the vitality of the topic it examines, which is the management of administrative empowerment in the Orange Telecom Company since the issue of empowerment management and its connection to organizational planning processes is one of the important topics in modern management thought. The importance of this study stems from shedding light on the dimensions of administrative empowerment management represented in teamwork, participation in decision-making, delegation of authority, incentives, and organizational culture. Accordingly, the importance of the current study is in the knowledge addition it provides, by providing an intellectual framework that may contribute to introducing businessmen and officials in companies and organizations to the concept of administrative empowerment, as it is one of the modern administrative trends that companies should adopt in light of the challenges they face. Accordingly, the importance of the expected results of this study and its recommendations and the possibility of benefiting from them in raising the degree of practice of administrative empowerment management in the Orange Telecom Company in Jordan. It is hoped that the results of this study will help officials and those interested in developing the performance of telecommunications companies through achieving the right direction of management through empowerment.

Delimitations of the Study

The instrument of this study was applied to employees of the Orange Telecom Company in Jordan, in 2022, where the study was limited to showing the impact of administrative empowerment management on organizational planning processes. The dimensions of the study are team work, participation in decision-making, delegation of authority, incentives, and organizational culture, which will be key dimensions in the field study.

Terms of the Study

Administrative Empowerment Management

Al-Omari et al (2020) indicated that it is the actual participation of workers in an organized process of decision-making for establishments and institutions, and actual participation in solving problems facing work, and taking full responsibility, while updating management methods in a modern, technological and creative way and giving employees an opportunity to act in situations that oppose their institutions and to monitor the results they have reached. El Talla et al (2018) also indicated that empowerment consists in the equal transfer of responsibility and authority from managers to subordinates, as well as supporting

subordinates with authority, and a sincere invitation to employees of the organization to participate in the decision-making authority, and in empowerment the possible subordinate is responsible for the quality of what he decides or performs.

Organizational Planning

Aminu Umar et al (2020) indicated that organizational planning is concerned with setting organizational structures and maps, determining the method of workflow and ways of communication between the organization's departments and administrative units, as well as defining the administrative powers and authorities of employees by virtue of the different job titles. Thaher & Jaaron (2022) also pointed out that organizational planning is the ability to identify goals and priorities needed, and to evaluate the actions, time, and resources required, to achieve those goals. Orange Telecom Company: It is a telecommunications company headquartered in Jordan affiliated with the Orange Group for mobile phone and internet services, the operator of the Jordanian telephone network, and the operator of the mobile telecommunications license granted to the Jordan Telecom Company. The first company was registered on September 21, 1999, with the aim of building a mobile communications network to serve Jordan, and launched a full public service throughout the Kingdom on September 15, 2000 and continued to operate the mobile phone under the name Mobilcom until it was rebranded in 2007 (Al-assaf, 2020).

Field Study

Methodology of the Study

The current study followed the descriptive survey approach, which is "a method of research that is done by collecting information and data about a phenomenon or an incident, with the aim of identifying the studied phenomenon and determining its current status, and identifying its strengths and weaknesses in order to know the suitability of this situation, or the need for partial or fundamental changes to it. It is considered one of the most appropriate approaches for the current study, for its reliance on describing the real reality of the phenomenon being studied, and the current study aimed to know the impact of administrative empowerment management on organizational planning processes in the Orange Telecom Company in Jordan.

Sample of the Study

The study sample consisted of (140) employees of the Jordan Telecom Orange Company, where the study population is defined as "all the vocabulary of the phenomenon studied by the researcher, and thus the study community is all individuals or things who are the subject of a problem" (Obeidat et al, 2014).

Instrument of the Study

To achieve the objectives of the study, the researcher designed a questionnaire that included a basic field on administrative empowerment management and its relationship to organizational planning processes in order to identify the impact of

empowerment management on organizational planning. The objectives of the study were determined by defining the content elements represented in the basic dimensions of the study instrument, which includes five dimensions: (teamwork, participation in decision-making, delegation of authority, incentives, and organizational culture).

Internal consistency validity

To verify the internal consistency validity of the questionnaire, it was distributed to a pilot sample consisting of (20) employees of the Orange Telecom Company, and then the correlation coefficients were calculated between the total score for each dimension and the total score for the questionnaire. The following table shows the procedures for calculating the internal consistency validity:

Table 1
Pearson Correlation Coefficients

Dimension	Correlation Coefficients	Significance Value
Teamwork	0.689	*0.001
Participation in Decision Making	0.711	*0.000
Delegation of Authority	0.690	*0.001
Incentives	0.696	*0.000
Organizational Culture	0.761	*0.000

It is evident from Table (1) that the degree correlation coefficients for each dimension of administrative empowerment in its total degree ranged between (0.689) and (0.761) degrees, which are high correlation coefficients, and they are statistically significant at the level of significance (0.05), and this indicates that all These dimensions have internal consistency validity.

Reliability of the Instrument

The researcher followed Cronbach's Alpha method, which is a method that requires calculating the correlation of items with each other. The following table shows the reliability coefficients of the questionnaire and each of its dimensions using Cronbach's Alpha equation:

Table 2
Cronbach's alpha coefficients

Dimension	Cronbach's Alpha Coefficients
Teamwork	0.707
Participation In Decision Making	0.681
Delegation Of Authority	0.695
Incentives	0.692

Organizational Culture	0.762
Total Reliability	0.869

It is evident from Table (2) that Cronbach's alpha coefficients for the five dimensions of the questionnaire ranged between (0.681) and (0.762), which are good reliability coefficients, as it is clear from the table that the general reliability coefficient of the questionnaire was (0.869), all of which indicates that the questionnaire has a good degree of reliability and can be relied upon in the field application of the study.

Results and Discussion

The First Question: What is the impact of Administrative Empowerment management through teamwork on organizational planning processes in Orange Telecom in Jordan?

To answer this question, arithmetic means and standard deviations were used for the answers of the study sample members about the dimension of teamwork and its impact on organizational planning processes, and the following table shows that:

Table 3
The Dimension of Team Work

No.	Items	Mean	standard deviation	Degree	Rank
1	There is an atmosphere of cooperation and assistance in Orange Telecom to solve problems.	4.440	0.704	High	4
2	Orange Telecom supports teamwork with other companies.	3.820	0.940	High	6
3	Orange Telecom supports teamwork inside and outside the company.	3.600	1.010	Medium	7
4	Teamwork offers solutions that reduce waste and improve productivity.	4.580	0.574	High	1
5	Orange Telecom takes the opinion of the committees and councils within the company.	3.880	0.872	High	5
6	The public interest prevails over personal interest in Orange Telecom.	4.480	0.735	High	3
7	Cooperation and team spirit is the motto of everyone in Orange Telecom.	4.500	0.863	High	2
Total		4.142	0.539	High	

It is clear from the values of the arithmetic means mentioned in Table No. (3) that the company's employees' point of view in relation to team work was mostly high. Item No. (3) received a medium degree, and the general nature of this feature was high, as the arithmetic mean of the total degree of the dimension reached

(4.142), according to the five-point Likert scale, and a standard deviation of (0.539). This dimension consisted of (7) items: Six of them obtained arithmetic means indicating a “high” degree, while one item obtained an arithmetic mean indicating a “medium” degree, and their standard deviations ranged between (0.574) and (1.010), which indicates that the degree of dispersion between the responses of the study sample was lower than the general average, which indicates the homogeneity of the responses. The researcher believes that the reason for this is due to the company’s employees realizing the importance of teamwork by providing clear standards, providing support to workers, maintaining the sense of each individual in the group, encouraging and recognizing good performance and facilitating interaction between individuals.

The Second Question: What is the impact of Administrative Empowerment management through participation in decision-making on organizational planning processes in Orange Telecom Company in Jordan?

To answer this question, arithmetic means and standard deviations were used for the answers of the study sample members about the dimension of participation in decision-making and its impact on organizational planning processes, and the following table shows that:

Table 4
The Dimension of Participation in Decision-Making

No.	Items	Mean	standard deviation	Degree	Rank
1	Exchange of information with officials in the Orange Telecom Company.	3.940	0.793	High	7
2	Discussing the decision with all parties concerned with making the decision.	3.940	0.956	High	6
3	My job gives me the opportunity to make decisions independently	3.840	0.865	High	5
4	All parties involved participate in the decision-making.	4.077	0.859	High	4
5	There will be new and possible alternatives around the decision.	4.060	0.682	High	3
6	Employees are involved in the decision making of the company.	4.100	0.814	High	2
7	The feedback is used in making decisions within the company	4.300	0.762	High	1
Total		4.036	0.522	High	

It is clear from the values of the arithmetic means mentioned in Table No. (4) that the company’s employees’ point of view in relation to participation in decision-making was high. The general nature of this feature was high, as the arithmetic mean of the total degree of the dimension reached (4.036), according to the five-point Likert scale, and a standard deviation of (0.522). This dimension consisted of (7) items all of them obtained arithmetic means indicating a “high” degree, and their standard deviations ranged between (0.682) and (0.956), which indicates

that the degree of dispersion between the responses of the study sample was lower than the general average, which indicates the homogeneity of the responses. The researcher explains that participation in decision-making was high due to the prevailing atmosphere of interaction between managers and employees of the company represented in discussing decisions with all concerned parties, benefiting from previous decisions, and proposing appropriate alternatives, to provide independence in decision-making.

The Third Question: What is the impact of the Administrative Empowerment management through the delegation of authority on the organizational planning processes in the Orange Telecom Company in Jordan?

To answer this question, arithmetic means and standard deviations were used for the answers of the study sample members about the dimension of delegation of authority and its impact on organizational planning processes, and the following table shows that:

Table 5
The Dimension of Delegation of Authority

No.	Items	Mean	Standard Deviations	Degree	Rank
1	The business to be delegated within the company shall be specified in writing.	4.320	0.998	High	1
2	Administrative legislation contributes to delegating and encouraging powers.	4.180	0.774	High	4
3	Administrative legislation contributes to the enjoyment of sufficient powers to accomplish tasks.	4.100	0.735	High	5
4	The company gives appropriate flexibility within the administrative framework to perform the tasks.	3.803	0.919	High	7
5	There is a follow up the tasks and tasks delegated to the employees periodically.	4.240	0.870	High	3
6	The company's management trusts the employees' abilities to perform the tasks assigned to them.	4.293	0.810	High	2
7	The company adopts the philosophy of delegation and the development of the spirit of competition among its employees.	3.740	0.828	High	8
8	The company enables all employees to do business freely.	3.900	0.788	High	6
Total		4.072	0.605	High	

It is clear from the values of the arithmetic averages contained in Table No. (5) that the viewpoint of the study sample, with regard to delegation of authority, was high, and the general nature of this feature was high, as the arithmetic mean of the total degree of the dimension was (4.072), according to the Likert five-scale,

and a standard deviation of (0.605). This dimension consisted of (8) items: all of them indicate a "high" degree, and their standard deviations ranged between (0.735) and (0.998), which indicates a lower degree of dispersion between the responses of the study sample than the total mean, which indicates the homogeneity of the responses. The researcher explains this result to a number of reasons, foremost of which is the fact that the company's employees enjoy a sufficient amount of the powers that are delegated to them. The flexibility of the laws in the company, and the confidence available to them increased in turn to support their self-confidence and work actively, in addition to the availability of official correspondence exchanged between them makes the process of understanding the tasks easier.

The Fourth Question: What is the impact of Administrative Empowerment management through incentives on organizational planning processes in the Orange Telecom Company in Jordan?

To answer this question, arithmetic means and standard deviations were used for the answers of the study sample members about the dimension of incentives and its impact on organizational planning processes, and the following table shows that:

Table 6
Incentives

No.	Items	Mean	Standard Deviations	Degree	Rank
1	Encouraging new creative ideas that serve the organizational planning processes in the company	4.480	0.677	High	8
2	Encouraging enrollment in training programs on organizational planning strategies.	4.332	0.871	High	7
3	The company supports creative and distinguished work within its administrative offices.	4.200	0.832	High	6
4	The superiors appreciate the efforts exerted in the administrative work by the employees of the company.	3.980	0.891	High	5
5	Providing the necessary materials to complete the organizational work according to well-thought-out plans.	4.140	0.880	High	4
6	Working in the company increases the workers' sense of security and a sense of stability	4.300	0.762	High	3
7	Equity in granting material and moral incentives.	3.760	0.893	High	2
8	The company works on studying the needs of employees and identifying their problems.	4.300	0.863	High	1
Total		4.186	0.626	High	

It is clear from the values of the arithmetic means mentioned in Table No. (6) that the viewpoint of the study sample with regard to incentives was high, and the general nature of this feature was high, as the arithmetic mean of the total degree of the dimension was (4.186), according to the five-point Likert scale, and a standard deviation of (0.626). This dimension consisted of (8) items: all of them indicate a "high" degree, and their standard deviations ranged between (0.677) and (0.893), which indicates a lower degree of dispersion between the responses of the study sample than the total mean, which indicates the homogeneity of the responses. The researcher attributes the fact that incentives receive a high rating among the sample members to several reasons, including the active role that managers play in studying the needs of workers and feeling their problems, which formed within the company an atmosphere of mutual respect and pushing the workers to work with the best of what they have, and in addition to that, the company's management provided most of the requirements to complete the tasks assigned to employees.

The Fifth Question: What is the impact of Administrative Empowerment management through organizational culture on the organizational planning processes in the Orange Telecom Company in Jordan?

To answer this question, arithmetic means and standard deviations were used for the answers of the study sample members about the dimension of organizational culture and its impact on organizational planning processes, and the following table shows that:

Table 7
Organizational Culture

No.	Items	Mean	Standard Deviations	Degree	Rank
1	The company adopts a corporate culture that supports the administrative empowerment of its employees.	3.680	0.767	High	6
2	The company holds periodic meetings to spread the culture of empowerment among its employees.	3.620	0.805	Medium	7
3	Empowerment culture contributes to increasing cooperation between employees.	4.080	0.695	High	5
4	The culture of empowerment develops a sense of self-control in the performance of work.	4.080	0.665	High	4
5	The company is constantly updating and renewing the mechanisms that help to complete the work.	4.140	0.808	High	3
6	Instructions and regulations help to develop the skills of employees within the company.	4.340	0.658	High	2
7	The organizational structure in the company provides clarity of tasks and responsibilities.	4.520	0.646	High	1
Total		4.065	0.472	High	

It is clear from the values of the arithmetic means mentioned in Table (7) that the viewpoint of the study sample, with regard to organizational culture, ranged between high and medium, and the general nature of this feature was high, as the arithmetic mean of the total degree of the dimension was (4.065), according to the five-point Likert scale, and a standard deviation of (0.472). This dimension consisted of (7) items: six of them indicate a "high" degree and only one item indicates a "medium" degree, and its standard deviations ranged between (0.6460 and (0.805), which indicates a lower degree of dispersion between the responses of the study sample than the total mean, indicating homogeneity of responses. The researcher attributes the fact that the organizational culture obtained a high rating among the sample members to many reasons, including the clear role and the great impact of managers in distributing tasks among the company's employees as fairly as possible, which motivates the employees to work with their best, and makes each of them watches over himself. Moreover, the clarity of the tasks that managers request from employees has made the door for continuous communication available between managers and employees in the company and allows the discussion of administrative issues with transparency, and this creates a safe regulatory environment and an appropriate organizational climate.

Summary of Results

- The dimension of incentives as one of the dimensions of administrative empowerment ranked first in importance among the dimensions, and the arithmetic mean of the incentives dimension reached (4.186) with a high degree, and with a standard deviation of (1.565).
- The dimensions "teamwork", "delegating authority", "organizational culture" and "participation in making" were highly important, and the previous dimensions ranked second, third, fourth and fifth, respectively, in terms of their importance to a high degree, with their arithmetic means, respectively (4.142, 4.072, 4.065, 4.036) with a standard deviation of (1.44, 1.513, 1.626, 1.396).
- By discussing the five dimensions of study related to the management of administrative empowerment, it was found that there is a clear impact of the management of administrative empowerment on the organizational planning processes in the Orange Telecom Company.

Recommendations

- The need for Orange Telecom in Jordan to support teamwork and focus on the spirit of competition with other telecom companies.
- Establishing a mechanism for exchanging information with officials in the Orange Telecom Company, and focusing on the processes of delegating authority and distributing it with the employees of the company.
- The importance of Orange Telecom adopting the delegation philosophy to develop the work spirit and motivation of the company's employees.
- Continuous encouragement of new creative ideas that serve the organizational planning processes within the company.
- The necessity for the Orange Telecom Company to hold periodic meetings in order to spread the culture of empowerment among employees.

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