

The Impact of Employee Empowerment on Strategic Cohesion: Evidence from Jordan's Telecommunications Sector

أثر تمكين العاملين في تعزيز التماسك الاستراتيجي: أدلة من قطاع الاتصالات في الأردن

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Abstract:

Objectives: The aim of the study is to analyze the impact of employee empowerment with its dimensions (Psychological Empowerment, Structural Empowerment, Knowledge Sharing and Communication) on strategic cohesion with its dimensions (Resource Alignment, Leadership Cohesion and Functional Integration) in Jordan's telecommunications sector companies (Zain, Orange and Umniah).

Methods: The study followed the descriptive-analytical approach, and used simple linear regression analysis to measure the impact of each independent sub-variable on the dependent variable, as well as to measure the impact of the independent variable in all its dimensions as a single unit on the dependent variable. The research population consisted of full-time employees from the three companies who totaled 851 individuals once service workers were removed and the sample size was 246 employees.

Results: The study concluded that there is a statistically significant impact of employee empowerment on strategic cohesion. The results also showed a statistically significant impact of psychological empowerment, structural empowerment, and knowledge sharing and communication on strategic cohesion.

Conclusions: Based on the findings, several recommendations were advised, the most important of which is building psychological empowerment systems alongside structural empowerment, and knowledge sharing initiatives with better communication methods alongside leadership development programs.

Keywords: Employee empowerment; strategic cohesion; Telecommunications Companies; Jordan.

الملخص:

الأهداف: تهدف الدراسة إلى تعرف أثر تمكين العاملين بأبعاده (التمكين النفسي، التمكين الهيكلي، التشارك بالمعرفة والاتصال) على التماسك الاستراتيجي بأبعاده (مواءمة الموارد، التماسك القيادي، التكامل الوظيفي) لدى شركات قطاع الاتصالات (زين، أورانج، أمنياء) في الأردن.

المنهجية: اتبعت الدراسة المنهج الوصفي- التحليلي، واستخدمت تحليل الانحدار الخطي البسيط لقياس أثر كل متغير فرعي مستقل في المتغير التابع، وكذلك أثر المتغير المستقل بجميع أبعاده كوحدة واحدة في المتغير التابع. وتكون مجتمع الدراسة من جميع العاملين بدوام كامل في الشركات الثلاث، والبالغ عددهم 851 موظفًا بعد أن تم استبعاد عمال الخدمات. وبلغ حجم عينة الدراسة (246) موظفًا.

النتائج: توصلت الدراسة إلى وجود أثر ذي دلالة إحصائية لتمكين العاملين على التماسك الاستراتيجي لدى الشركات المبحوثة، كما توصلت إلى وجود أثر ذي دلالة إحصائية لكل من: التمكين النفسي، والتمكين الهيكلي، والتشارك في المعرفة والاتصال في التماسك الاستراتيجي.

الخلاصة: بناء على النتائج التي تم التوصل إليها، قدمت الدراسة عدة توصيات من بينها: العمل على مأسسة التمكين النفسي، وتعزيز التمكين الهيكلي، وتعزيز تشارك المعرفة والاتصال الفاعل، بالإضافة إلى الاستثمار في تطوير القيادات.

الكلمات المفتاحية: تمكين عاملين؛ تماسك استراتيجي؛ شركات اتصالات؛ الأردن.

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1 Introduction

Business organizations today continuously search for ways to enhance their performance alongside sustaining competitive advantages and achieving long-term growth. Employee empowerment represents a fundamental strategy for building a workforce that achieves higher levels of engagement and demonstrates enhanced innovation and productivity. Employee empowerment grants workers autonomy and the necessary power and resources to make decisions which support company goals (Sia & Oghuma, 2020; Wu, Straub & Liang, 2021). Organizations experience enhanced employee performance and improved strategic alignment when they implement this method (Prahia & Brătianu, 2022; Nair & Parida, 2022).

The concept of strategic cohesion defines the effectiveness of management and employee alignment concerning vision and goals to achieve organizational success according to Miroshnychenko et al. (2022) and Del Giudice et al. (2021). Employees who experience sufficient empowerment serve as a bridge between executive leadership instructions and actual operational work through nurturing ownership and responsibility alongside dedication (Aboramadan, 2020; Jiang & Chen, 2021). Through employee empowerment organizations achieve strategic alignment of company objectives which leads to a unified organizational framework (Manea, 2021; Wu et al., 2021).

The connection between employee empowerment and strategic cohesion remains a subject of growing interest among researchers and industry professionals. Research by (Sharma, 2021; Jiang & Chen, 2021; Prahia & Brătianu, 2022) demonstrates that employee empowerment leads to improved decision-making abilities along with greater innovation and job satisfaction which together enhance strategic alignment. Research demonstrates that empowerment generates trust and open communication which in turn bolsters employee commitment to organizational strategic objectives (Miroshnychenko et al., 2022; Sia & Oghuma, 2020). Empowerment benefits are widely recognized but its implementation encounters barriers including resistance to change and shifts in organizational culture while success levels differ based on organizational context (Nair & Parida, 2022; Sharma, 2021).

The combination of digital transformation progress and remote work trends has triggered a redefinition of traditional empowerment methods. According to (Wu et al., 2021) modern organizations use technological tools to improve employee information accessibility while building strategic unity through better decision-making tools and collaborative platforms. Servant leadership and transformational leadership models build empowerment by creating environments based on trust which provide psychological safety and support professional development (Del Giudice et al., 2021; Aboramadan, 2020).

This research examines the role of employee empowerment strategies in building strategic cohesion across organizational frameworks. Research will analyze fundamental empowerment strategies to determine their effects on employee mindsets and behaviors and to assess their contributions to achieving strategic organizational goals. Through empirical and theoretical investigation this study provides essential understanding of organizational empowerment strategies that promote workforce alignment and unity in modern business settings.

1.1 Research Problem

The telecommunications sector requires companies to quickly adjust to technological advancements while maintaining responsiveness to evolving customer needs and market changes. Organizations operating in this competitive environment must exhibit strategic cohesion to survive and thrive. The concept of strategic cohesion refers to the level of coordination among organizational units and personnel which enables them to follow a unified direction in achieving sustained strategic objectives. Organizations with strong internal unity demonstrate superior adaptability and endurance as they implement strategic plans successfully. Both academic studies and organizational practices recognize employee empowerment as a crucial factor that fosters strategic cohesion. The concept of employee empowerment functions by granting workers greater autonomy and encouraging decision-making participation and task ownership while also providing them with access to information and growth opportunities. When organizations empower their workers, they build a workforce that shows enhanced engagement and commitment which leads to stronger alignment with strategic organizational goals. Employees who feel empowered demonstrate proactive actions while forming partnerships across departments and contributing significantly to strategic projects. Organizations often implement empowerment strategies superficially without evaluating their impact on strategic unity and key business results.

There are no empirical studies examining how employee empowerment strategies impact strategic cohesion in Jordanian telecommunications organizations. It is still uncertain how effective corporate empowerment initiatives are at fostering strategic unity and organizational alignment. Limited research exists on how employees perceive empowerment strategies creating ambiguity around their implementation methods and outcomes.

The research examines the impact of empowerment strategies on strategic cohesion among telecommunications companies in Jordan to address a current knowledge deficit. The study analyzes strategic alignment along with shared commitment and integrated organizational efforts by using employee perception surveys to understand empowerment effects. Managers alongside HR professionals and policymakers will gain critical insights from this research which targets organizational performance enhancement through strengthened internal unity and inclusive management implementation.

1.2 Research Questions:

The study's focus area determines the formulation of the main research question:

What impact does employee empowerment strategies have on strategic cohesion among employees in Jordanian telecommunications businesses?

Two sub-questions arose from the main question.

- What is the level of implementation of employee empowerment strategies in Jordanian telecommunications companies?
- What is the reality of strategic cohesion in Jordanian telecommunications companies?

1.3 Study Objectives:

Specific research objectives guide this study's purposes:

- Analyzing the impact of employee empowerment strategies on strategic cohesion in Jordan's telecommunications sector.
- Investigating the current level of employee empowerment strategies among Jordanian telecommunications companies.
- Defining the current level of strategic cohesion in Jordan's telecommunications sector.

1.4 Research Hypotheses

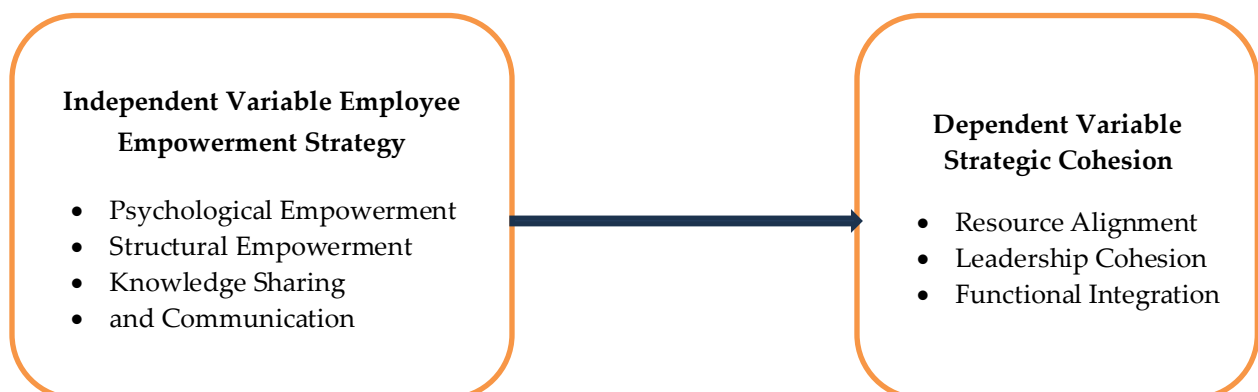
The following hypothesis were developed in compliance with the research problem and questions, and in line with the research model:

The main hypothesis: There is a statistically significant impact at the level ($\alpha < .05$) of employee empowerment strategies on strategic cohesion.

From this, the following hypotheses are derived:

- **The first sub-hypothesis:** There is a statistically significant impact at the level ($\alpha < .05$) of psychological empowerment on strategic cohesion.
- **The second sub-hypothesis:** There is a statistically significant impact at the level ($\alpha < .05$) of structural empowerment on strategic cohesion.
- **The third sub-hypothesis:** There is a statistically significant impact at the level ($\alpha < .05$) of knowledge sharing and communication on strategic cohesion.

1.5 Research Model



Prepared by Researchers, based on:

(Independent Variable): Sia & Oghuma (2020); Andika & Darmanto (2020); Surya kumari & Jhansi Rani (2024)

(Dependent Variable): Baird et al. (2020); Miroshnychenko et al. (2022); Daneshmandi et al. (2023)

1.6 Study Importance

The research provides valuable findings that improve theoretical understanding while offering practical benefits. From a **theoretical perspective**, it enriches the academic literature on strategic management and human resource development by examining the interrelationship between two fundamental dimensions of organizational effectiveness: employee empowerment and strategic cohesion. Research on employee empowerment and strategic cohesion as separate topics exists but their combined analysis in Jordanian telecommunications firms has not been thoroughly investigated. This research extends current knowledge of HR practices that synchronize employee conduct with business strategic aims. Senior executives alongside human resource professionals and policymakers who work in Jordan's telecommunications industry will find this study's findings to be an essential resource. Businesses operating in fast-changing technological sectors need strategic plans that remain cohesive yet adaptable for successful execution. Organizations that encourage employee empowerment demonstrate superior strategic alignment which results in increased adaptability internally and improved organizational performance. This study presents **practical** recommendations to develop empowerment programs that enhance internal coordination and advance strategic results. This research gains additional significance through its examination of the Jordanian telecommunications industry because this sector plays a crucial economic role yet encounters multiple organizational and managerial difficulties. The analysis of employee perceptions within the sector enables this research to deliver actionable recommendations that enhance management practices. The research calls for further academic exploration of related subjects across different industries and cultural backgrounds throughout the Arab region and worldwide.

1.7 Scope of Research

- **Temporal Boundaries:** The research period extended from December 10, 2024 until March 20, 2025.
- **Spatial Boundaries:** The study examined telecommunication organizations in Jordan such as Zain, Orange, and Umniah.
- **Subject Matter Boundaries:** The researchers examined employee empowerment strategies and strategic cohesion as their sole variables of study.
- **Human Boundaries:** Employees in Jordanian telecommunication companies.

2 Literature Review

A robust theoretical framework is essential for understanding the impact of employee empowerment on strategic cohesion. This section analyzes the theoretical bases of both constructs through the lens of recent academic research combined with empirical evidence.

2.1 Employee Empowerment

2.1.1 Foundations of Employee Empowerment

Both psychological theories and organizational behavior principles establish the fundamental structure for employee empowerment that explains its impact on employee motivation and organizational performance:

Psychological Empowerment Theory: According to Spreitzer (1995), psychological empowerment functions as a complex construct which integrates four dimensions including meaning, competence, self-determination, and impact. Employees who experience psychological empowerment demonstrate increased dedication and actively work to achieve organizational objectives. Recent research confirms this multidimensional model, identifying the four cognitions as intrinsic motivators linked to positive work outcomes like job satisfaction and organizational identification .

Structural Empowerment Theory: Bowen and Lawler created on 1992 created the concept of structural empowerment by combining organizational policies with participative leadership and decentralized decision-making to boost employee involvement and autonomy. They reinforce that access to structural empowerment components—such as information, resources, support, and development opportunities—significantly improves employees' thriving, job performance, well-being, and reduces turnover intentions Bowen and Lawler (2020).

Self-Determination Theory: The self-determination theory introduced by Deci and Ryan (2017) recognizes autonomy and competence as fundamental psychological needs that drive motivation and job satisfaction. SDT has been consistently validated in recent workplace research, showing that satisfying needs for autonomy, competence, and relatedness enhances intrinsic motivation, creativity, engagement, and well-being. Organizations that supply employees with necessary information and resources and delegate decision-making power enable these staff members to achieve strategic organizational objectives while enhancing organizational cohesion (Gagné & Deci, 2020).

Leader-Member Exchange (LMX) Theory: The LMX theory demonstrates that excellent leader-employee connections produce superior trust and information exchange as well as higher decision-making independence. The high-quality LMX relationships—characterized by mutual trust, respect, and support—boost job satisfaction, retention, career development, psychological empowerment, and adjustment to work modes (Graen & Uhl-Bien, 1995).

2.1.2 Concept of Empowerment

Recent organizational developments in environmental shifts and employee intellectual growth have heightened interest in empowerment strategy concepts. Organizational leaders focus on improving empowerment strategies because they understand it drives exceptional organizational performance and supports competitive advantage while simultaneously boosting employee satisfaction and loyalty to ensure long-term organizational sustainability. According to Singh (2020), employee empowerment emerges from cultivating a workplace environment which enables employees to participate in decision making and address problem solving and establish goals. According to Alshemmari (2022), employee empowerment involves motivating employees to take on decisions that require high-level authority within their organization. According to Fernandez & Moldogaziev (2021), employee empowerment involves distributing authority together with sharing resources and information and allowing employee roles in decision-making processes. Hieu (2020) determined that empowerment results in enhanced employee creativity and work-life quality while also improving teamwork spirit and organizational effectiveness. Cheong; Spain; Yammarino & Yun (2016) define employee empowerment as the process of distributing power among staff members who receive support to confidently manage themselves and difficult tasks.

Employee empowerment encompasses providing decision-making authority and resources to employees while fostering a participative work culture which improves organizational engagement and performance.

2.1.3 Importance of Employee Empowerment

Employee empowerment serves as the cornerstone for establishing a productive work environment that operates in a strategic and unified manner. Organizations achieve better staff engagement and improved decision-making abilities and job satisfaction through effective employee empowerment strategies which lead to organizational success. We examine multiple key reasons which demonstrate how employee empowerment serves as a crucial component in organizational structures:

- **Increased Employee Engagement and Motivation:** Empowered employees exhibit higher levels of work engagement that enhances their motivation towards fulfilling organizational goals. A greater sense of control and independence among employees generates stronger ownership of their work outcomes resulting in more dedicated and engaged team members (Spreitzer, 2008).
- **Improved Decision-Making:** Empowered employees possess decision-making capabilities that align with the organization's strategic objectives. Organizations gain improved agility and responsiveness when decision-making authority is granted to employees who possess expertise in their respective fields to tackle both challenges and opportunities (Conger & Kanungo, 1988).
- **Enhanced Job Satisfaction and Employee Well-being:** The level of job satisfaction and employee well-being rises as individuals gain more responsibility and decision-making power. When organizations offer their employees trust and appreciation, they see better morale that builds positive workplace culture and reduces staff turnover rates (Thomas & Velthouse, 2021).
- **Strengthened Organizational Performance:** Employees generate superior results and operate with greater efficiency when they hold more power in their job roles. According to Bowen & Lawler (2020), businesses that encourage their staff to assume accountability for their tasks achieve exceptional performance results while retaining top industry positions.
- **Cultivation of Innovation and Creativity:** Organizational innovation and creativity improve when employees think independently and share their ideas. Businesses that empower their workforce foster a

culture of continuous progression through the adoption of innovative ideas which promote organizational growth (Amundsen & Martinsen, 2015).

- **Development of Leadership Skills:** When organizations allow employees to demonstrate their problem-solving abilities through initiative taking, they create leadership development opportunities. When organizations empower their employees, they achieve two main outcomes: personal career progress for the employees and development of a skilled leadership team that ensures future organizational success (Yukl, 2020).

Employee empowerment functions as a crucial strategic method that advances strategic unity through enhanced employee engagement and decision-making capacity while simultaneously improving job satisfaction and performance levels and innovation which together support leadership development. Organizations that empower their workforce can better adapt to market changes and achieve lasting success by obtaining a competitive advantage.

2.1.4 Dimensions of Employee Empowerment

Employee empowerment involves multiple dimensions as follows:

- **Psychological Empowerment:** Psychological empowerment manifests as an internal motivation that emerges when workers discover personal significance in their tasks and gain control over their work settings. Spreitzer identifies four dimensions: Psychological empowerment is composed of four key components which begin with the alignment of work roles and personal values. Thomas & Velthouse (2021) state that four dimensions improve employee job satisfaction and commitment through enhanced intrinsic motivation. Recent research supports this view, highlighting the positive relationship between psychological empowerment and work engagement (Alenzi, 2024; Rabhi et al., 2023).
- **Structural Empowerment:** The 1977 research by Kanter established structural empowerment as a method within organizational structures to enhance employee performance. It includes: Employees can view organizational operations and goals directly through available information resources. Organizational frameworks that implement structural empowerment create successful conditions for psychological empowerment development (Alenzi, 2024; Rabhi et al., 2023).
- **Participative Decision-Making:** When organizations incorporate participative decision-making processes, employees become involved in organizational decisions which creates stronger ownership and accountability among them. Organizations can create consultative strategies and collaborative problem-solving projects through participative decision-making which leads to shared governance systems. According to research findings, participation from employees leads to higher levels of job satisfaction and improved productivity outcomes (Alenzi, 2024).
- **Leadership Empowerment Behavior:** Employees receive trust and autonomy through empowering leadership practices. Key behaviors include: Leader's empowerment includes assigning significant tasks to employees which helps build their trust and autonomy. These behaviors establish a work environment where employees experience value recognition alongside their responsibility acceptance (Alenzi, 2024).
- **Knowledge Sharing and Communication:** Effective empowerment results from transparent communication and knowledge sharing among individuals. Organizations need to develop systems that facilitate information transfer across all organizational levels. Organizations which use knowledge sharing techniques experience better teamwork efficiency and information gap reduction while also producing innovative ideas (Özaralli, 2020; Rabhi et al., 2023).
- **Job Enrichment and Role Clarity:** Employee motivation increases through job enrichment which brings task variety together with greater responsibility and autonomy for workers. Hackman and Oldham's job characteristics model developed in 1976 establishes the fundamental framework for this approach. Clear role expectations help lessen uncertainty and empower employees to function independently within their defined boundaries (Alenzi, 2024).
- **Information Sharing:** Organizations distribute relevant data and knowledge throughout all organizational levels to share information. The practice enables employees to understand organizational goals and initiatives which allows them to make decisions that support company objectives. Organizations with active information sharing practices establish transparent and trustworthy environments which enable employees to achieve better strategic alignment (Srivastava et al., 2021; Özaralli, 2020).
- **Freedom and Autonomy:** Employee empowerment through autonomy allows workers to select their work routines and time management while addressing challenges without intense oversight. Workplace

autonomy leads to increased job satisfaction by reinforcing motivation and ownership feelings that align personal efforts with organizational objectives. Participatory management models enable employees to gain autonomy because their involvement in decision-making processes builds trust and responsibility (Alenzi, 2023; Gagné & Deci, 2020). Employees use this method to show initiative while supporting company goals which strengthens strategic cohesion in the organization. Research shows that employees who enjoy greater workplace autonomy display enhanced creativity and innovation while demonstrating stronger commitment to strategic objectives (Srivastava et al., 2021).

- **Work Teams:** Self-directed work teams function through collaborative efforts of members pursuing common goals under limited supervision. Manz & Sims (1993) stated that cross-functional teams integrate multiple skill sets and perspectives to improve their ability to solve problems and develop innovations. According to research findings, self-directed work team members benefit from enhanced job satisfaction through increased autonomy and idea contribution as well as a broader range of work types (Özaralli, 2020; Rabhi et al., 2023).

Organizations that prioritize employee empowerment create conditions for sustained performance advancements and long-term success.

The current study has chosen the following dimensions, given the limited studies that have addressed them: psychological empowerment, structural empowerment, and knowledge sharing & communication.

2.2 Strategic Cohesion

2.2.1 Foundations of Strategic Cohesion

The strategic management and organizational behavior literature has recently included strategic cohesion which demonstrates that organizations achieve strategic goals through internal alignment, unity, and integration (Mintzberg & Quinn, 2020).

- **Resource-Based View (RBV) Theory:** Barney developed the resource-based view of strategic management which proposes that organizations acquire lasting competitive advantages through the utilization of their unique internal resources. Organizational strategic cohesion emerges from empowered employees who use organizational resources in an effective manner as Barney (2020) describes.
- **Goal-Setting Theory:** Locke and Latham demonstrated that organizations attain improved motivation and performance by setting clear and challenging goals. Employees who understand their roles and objectives while aligning their work with the organization's mission create improved organizational strategic cohesion as stated by Robbins & Judge (2021).
- **Transformational Leadership Theory:** Transformational leadership creates strategic cohesion by inspiring employees with compelling visions and promoting team collaboration as outlined by Bass (1990). Leaders who include employees in decision-making processes and outline clear strategic objectives drive higher organizational cohesion (Yukl & Gardner, 2020).
- **Social Identity Theory:** According to Tajfel and Turner (1979), belonging to social groups enables individuals to establish their personal identity. When employees create bonds with their organization's mission and culture, they achieve enhanced strategic cohesion that results in improved engagement and stronger alignment with corporate goals (Goffee & Jones, 2019).

2.2.2 Strategic Cohesion Concept

The concept of Strategic cohesion was defined by Kaplan & Norton as the alignment degree between strategy components necessary for achieving long-term objectives (Medrano, 2024). Hrebiniak (2005) explained it as the coordination between strategic objectives and actions with resource allocation to support unified organizational efforts toward a common vision (Carreno, 2024). According to Johnson, Scholes, and Whittington on 2008, Strategic cohesion develops through the alignment of internal structures, processes, and organizational culture with strategic priorities resulting in department-wide unity and commitment (Suvvari, 2023). Strategic cohesion according to Beer & Eisenstat evaluates the level of employee understanding and support of organizational strategic objectives which enable effective execution of strategies (Qaisyah et al., 2024). Porter's 1996 study defines strategic cohesion as the capability of an organization to merge strategic planning with operational execution to generate harmonized and flexible responses (Strategic Alignment in Program Management, 2024). According to Mintzberg, Ahlstrand, and Lampel (1998) strategic cohesion enables strategic elements to function collectively which produces synergy and coherence while avoiding fragmentation and encouraging mutual reinforcement.

2.2.3 Importance of Strategic Cohesion

Businesses targeting superior performance and competitive advantage in evolving markets need to sustain strategic cohesion to boost their decision-making process. The following key benefits highlight its significance:

- **Improved Organizational Efficiency:** Organizations that practice strategic cohesion utilize resources optimally while enhancing workflow efficiency and removing redundancies (Carreno, 2024).
- **Stronger Leadership Effectiveness:** Organizations that operate cohesively allow their leadership to establish clear expectations while teams work toward corporate objectives and develop an inclusive workplace environment (Suvvari, 2023).
- **Higher Employee Engagement and Retention:** Employees in strategically cohesive organizations report higher job satisfaction which results in increased retention rates and stronger long-term employment commitments (Dickson & Isaiah, 2024).
- **Enhanced Competitive Agility:** Companies that maintain strong coherence benefit from their ability to adjust their strategic direction to match market developments which enables them to adapt during industry disruptions (Osendi et al., 2024).

2.2.4 Dimensions of Strategic Cohesion

Findings from research show that strategic cohesion encompasses multiple dimensions. The following are some of it:

- **Strategic alignment:** Strategic alignment exists when an organization's mission and vision along with its core values match its strategy execution and resource distribution (Carreno, 2024). The balanced scorecards approach developed by Kaplan & Norton serves to monitor departmental alignment and ensure strategic consistency (Carreno, 2024).
- **Shared vision and purpose:** Future organizational goals depend on common understanding and dedication, and Organizational vision clarity produces lasting employee dedication and sparks motivation and coordinated workforce activities (Konyefa Dickson & Isaiah, 2024).
- **Organizational Communication:** Organizational communication functions as a pathway through which strategic goals and feedback reach all levels of the organization (Carreno, 2024).
Functional Integration: Functional integration is the coordination of actions between different organizational units and departments (Jeske & Calvard, 2020).
- **Leadership and Value Alignment:** Leadership cohesion synchronizes vision and decision-making through integrated communication strategies and enhances collective efficacy (Leadership's Activation of Team Cohesion, 2021).
- **Cultural and Value Alignment:** Organizational culture delivers stability throughout transitional periods (Carreno, 2024).
- **Resource Alignment:** Strategic priorities guide the allocation of financial assets together with human and technological resources (Carreno, 2024).
- **Organizational Excitement:** When employees perceive their work environment as supportive and motivating, they develop organizational excitement through emotional connections, improving creativity, productivity, and loyalty (Dickson & Isaiah, 2024; Carreno, 2024).
- **Organizational Synergy:** Organizational synergy refers to when different organizational segments work collectively to surpass individual achievements (ScienceDirect Cohesion Study, 2024). Cross-functional teams with integrated leadership improve innovation and problem-solving endurance (Carreno, 2024; Osendi et al., 2024).

The current study has chosen the following dimensions, given the limited studies that have addressed them: Resource Alignment, Leadership Cohesion, and Functional Integration.

2.3 Employee Empowerment and Strategic Cohesion in the Telecommunication Industry

Studies indicate that employee empowerment within the telecommunications industry leads to particular measurable results.

- **Enhanced Service Quality and Customer Satisfaction:** Telecommunication companies achieve higher customer satisfaction when employees with decision-making power address and resolve customer issues quickly (Morrison, 2021). Telecom companies achieve better customer service efficiency through decentralized decision-making and employee autonomy according to Nguyen & Kim (2020).
- **Increased Innovation and Technological Adaptability:** Telecommunication companies function in a

rapidly changing industry that requires ongoing innovation to stay competitive. Empowered employees demonstrate increased creativity which produces innovative ideas and technological progress according to Ravichandran (2022).

- **Greater Organizational Commitment and Retention:** The competitive landscape requires businesses to implement efficient employee retention strategies to maintain skilled professionals. Organizations that empower their workforce show stronger employee commitment which results in lower turnover rates and enhanced workforce stability (Ali, Khan, & Ahmad, 2023).
- **Improved Cross-Functional Collaboration:** Telecommunication businesses require diverse team members from different backgrounds to function in multiple locations. Organizations achieve cross-functional collaboration between technical departments and marketing and customer service teams through employee empowerment which leads to seamless team coordination (Zhao, 2023).

2.3.1 Strategic Cohesion in the Telecommunication Industry

Telecommunication companies must maintain strategic cohesion between their operational units to protect their status as market leaders. Companies that achieve high strategic cohesion experience:

- **Stronger Market Positioning:** According to Porter, organizations that align their workforce with their strategic goals achieve better adaptability to industry changes which helps them maintain their market advantage.
- **Agility in Crisis Management:** Telecom operators handle ongoing changes in regulations while adapting to technological advancements. Research by Chen & Xu (2022) shows companies with strong strategic cohesion respond effectively to market uncertainties.
- **Higher Profitability and Growth:** According to Sharma's 2021 research, telecommunications firms that merge cohesive strategies with employee empowerment outperform their competitors in revenue growth and profitability.

In general, telecommunication companies excel through employee empowerment and strategic cohesion which sustain competitiveness. As well, telecommunication companies function in a rapidly evolving competitive marketplace that requires robust strategic alignment together with employee empowerment. AT&T along with Verizon and Vodafone implemented empowerment strategies to increase performance levels and drive innovation while aligning employee activities with company objectives (Chen & Xu, 2022).

3 Methodology

The research applied quantitative methods by using a descriptive-analytical strategy. The research employed a descriptive approach to examine employee empowerment and strategic cohesion elements in Jordanian telecommunications organizations. Researchers used analytical methods to evaluate the impact of employee empowerment strategies on strategic cohesion in their research organizations.

3.1 Study Tool

The researchers developed a questionnaire to use as a data collection tool from the study sample, based on the theoretical literature reviewed (Johnson & Smith, 2021; Lee & Chen, 2022; Müller & Mareschal, 2020; Gupta & Nair, 2023; Patel & Rao, 2021; Thompson & Li, 2024). The tool consisted of three sections. The first section contained demographic information about the research sample. The second section featured 24 items which evaluated the independent variable concerning employee empowerment strategies. The study tool's third section contained 24 items which evaluated strategic cohesion among the companies being surveyed.

The five-point Likert scale was adopted for scoring the study tools, giving each item of its items one score from its five scores (strongly agree, agree, neutral, disagree, strongly disagree), which are represented numerically (5, 4, 3, 2, 1) respectively. The following scale was adopted for the purposes of analyzing the results: From 1.00-2.33: Low; From 2.34-3.67: Moderate; From 3.68-5.00: High And so on. The scale was calculated by using the following equation: "The upper limit of the scale (5) - The lower limit of the scale (1) / (Number of required categories (3))" i.e. $(5-1) / 3 = 1.33$ Then adding the answer (1.33) to the end of each category.

3.2 Validity and Reliability of the Study Tool

Ten expert judges from various Jordanian public and private universities who had academic specialization evaluated the study tool (questionnaire). The testing process aimed to gather expert evaluations of the tool's appropriateness based on item quantity, clarity, accuracy, coherence, and cohesion while judges could remove,

revise or add items they deemed necessary. The experts assessed the face validity of the tool by going through both the review process and subsequent modifications. After completing the required procedures, the study team implemented the proposed improvements.

To ensure the tool's reliability, internal consistency was calculated using Cronbach's Alpha, and the results are shown in Table 1:

Table 1: Cronbach's Alpha for internal consistency for each dimension of the study variables

Variables	Dimensions	Cronbach' Alpha
Independent Variable Empowerment Strategy		
	Psychological Empowerment	0.86
	Structural Empowerment	0.89
	Knowledge Sharing and Communication	0.81
Dependent Variable Strategic Cohesion		
	Resource Alignment	0.80
	Leadership Cohesion	0.82
	Functional Integration	0.87

To test if there is a multicollinearity problem or not, a Variance Inflation Factor (VIF) and Tolerance Values tests were carried out. VIF provides an indicator that measures how much the variance (the square of the estimate standard deviation) of an estimated regression coefficient is increased because of multicollinearity. VIF measures the impact of multicollinearity among the variables in a regression model. If VIF is more than 10 and the tolerance value is less than 0.2 that means that the factors don't have a multicollinearity problem. (Kiess & Greene, 2020).

Table 2: Multicollinearity test

Factor	Collinearity Statistics	
	Tolerance	VIF
psychological empowerment	0.442	2.260
structural empowerment	0.217	4.606
knowledge sharing and communication	0.271	3.688

3.3 Study Population and Sample

The research population encompassed every full-time employee from the companies under study which amounted to (851) workers once service workers were removed from the study. The study included (266) employees in its sample size. Researchers distributed the study tool to participants who formed a simple random sample. (259) questionnaires were retrieved. Review showed that (13) questionnaires failed to meet statistical analysis standards. The analysis included a total of (246) usable questionnaires.

Table 3: Distribution of the study sample according to the variables of gender, age, experience, and educational qualification

Variable	Category	Frequencies	Percentage
Gender	Male	189	77%
	Female	57	23%
Age	Less than 30 years	127	52%
	31 – 40	90	37%
	41 - 50	20	8%
	51 years and over	9	4%
Experience	Less than 5 years	85	35%
	5 – 10 years	97	39%
	11 – 15 years	46	19%
	51 years and over	18	7%
Educational Qualification	High school diploma or less	5	2%
	Intermediate Diploma	25	10%
	Bachelor degree	198	80%
	Postgraduate degree	21	9%

Table 3 shows that 77% of the sample are male, while the percentage of females is 23%. Regarding the age variable, the majority of respondents (52%) were in the age group (less than 30 years). As for the experience variable, most of the respondents (39%) were in the service category (5-10 years). Regarding the educational

qualification variable, 80% hold a Bachelor's degree, it was also found that 10% hold an intermediate diploma, and it was also found that 2% hold a high school diploma or less. As for those who hold postgraduate degrees, their percentage was 9%.

3.4 Presenting, discussing, and interpreting the study's results

The arithmetic means and standard deviations of the study sample's responses for all study variables were extracted and are as follows:

Table 4: Means and Standard Deviations of Respondents' Perceptions and Opinions on the Impact of Implementing the Empowerment Strategies, and Strategic Cohesion

Variables	Dimensions	Mean	Standard Deviation
Employee Empowerment Strategy		3.87	0.71
	Psychological Empowerment	4.14	0.63
	Structural Empowerment	3.79	0.77
	Knowledge Sharing and Communication	3.67	0.74
Strategic Cohesion		3.51	0.58
	Resources Alignment	3.62	0.55
	Leadership Cohesion	3.56	0.61
	Functional Integration	3.34	0.58

Table (4) shows that the overall mean for the dimensions of the empowerment strategies is (3.87) and a standard deviation of (0.71), which means the empowerment strategy is applied to a high degree. Analyzing the dimensions of the empowerment strategies, it is clear that the psychological empowerment dimension ranked first with an arithmetic mean of (4.14) and a standard deviation of (0.63), followed by the structural empowerment dimension with an arithmetic mean of (3.79) and a standard deviation of (0.77), followed by the knowledge sharing and communication dimension with an arithmetic mean of (3.67) and a standard deviation of (0.74). As for the dimensions of strategic cohesion, the overall mean was 3.51 with a standard deviation of 0.58. Analyzing the dimensions of strategic cohesion, it was clear that the resources alignment dimension ranked first with an arithmetic mean of (3.62) and a standard deviation of (0.55), followed by the leadership cohesion dimension with an arithmetic mean of (3.56) and a standard deviation of (0.61), followed by the functional integration dimension with an arithmetic mean of (3.34) and a standard deviation of (0.58).

The findings of elevated employee empowerment with psychological empowerment leading the way and strong strategic cohesion provide explanations from multiple interconnected academic theories.

1. High Psychological Empowerment: The top mean score of psychological empowerments (4.14) shows employees experience autonomy along with meaning in their work tasks which demonstrates competence and impact. This can be scientifically explained by:

- Self-Determination Theory (Deci & Ryan, 2020): Employees increase their intrinsic motivation when they experience both autonomy and competence (Gagné & Deci, 2020). When organizations make employee autonomy a priority, they naturally witness an increase in psychological empowerment perceptions (Johnson & Smith, 2021).
- Conger's Empowerment Model (1988): Organizations can implement psychological empowerment more rapidly than structural changes because it depends on leadership behaviors and feedback systems which require minimal structural modification (Lee & Chen, 2022).
- Cultural Factors: In collectivist societies like those found in Jordan and comparable regions managers focus on developing trust and psychological safety which results in more robust psychological empowerment perceptions than formal structural changes (Dickson & Isaiah, 2024).

2. Moderate Structural Empowerment: A mean score of 3.79 for structural empowerment demonstrates organizations that distribute resources and delegate authority yet fail to extend these practices across all organizational levels:

- Kanter's Theory of Structural Empowerment: Access to resources along with support and information and opportunities determines effective structural empowerment (Gupta & Nair, 2023). Organizations find it difficult to distribute resources and authority evenly among all departments and employee tiers which results in more moderate employee perceptions.

- **Implementation Gaps:** The process of altering organizational structures through hierarchical changes and role redefinitions necessitates extensive resources and dedication which makes it harder to implement and recognize than psychological support systems (Müller & Mareschal, 2020).
- 3. Lower Knowledge Sharing and Communication:** Knowledge sharing scored lower (3.67) likely because:
- **Social Exchange Theory (Blau, 1964):** Employees exchange knowledge when they sense mutual trust and reciprocal benefits. Knowledge sharing declines when formal knowledge management systems and cross-functional projects exist without development or when organizations lack open communication cultures
 - **Technology and Infrastructure Gaps:** The lack of seamless integration between information systems and communication platforms throughout the organization leads employees to experience restricted access to knowledge sharing opportunities.
- 4. Moderate Strategic Cohesion:** A mean strategic cohesion score of 3.51 demonstrates the widespread organizational challenge in harmonizing varied departments, executive levels, and business processes to achieve unified strategic objectives:
- **Resource Alignment (highest sub-dimension, 3.62):** Organizations manage to match budgets, technology, and human resources with strategic priorities because resource allocation processes at the executive level benefit from formal structures and easier management
 - **Leadership Cohesion (3.56):** Leadership cohesion shows minor alignment discrepancies compared to resource alignment because leaders mostly share common goals but show small variations in their vision or strategic priorities due to leadership diversity and departmental competition
 - **Functional Integration (lowest at 3.34):** The ongoing difficulty of establishing effective teamwork among different departments creates persistent challenges
 - **Systems Theory (Katz & Kahn, 1966):** Organizations operate as complex systems which demand more than communication between functions for integration because they need shared goals along with interdependent processes and effective cross-functional leadership
 - **Silo Mentality:** Organizations experience functional silos which lead to departments focusing on their specific goals rather than shared organizational objectives causing functional integration to deteriorate despite having unified resources and leadership.
- 5. Interrelation Between Empowerment and Cohesion:** Empowerment generates strategic alignment foundations but additional cross-functional integration alongside leadership unification and systemic coordination remains essential for full strategic cohesion. Scientific analysis shows that the results match established organizational theories. The findings show that organizations can implement psychological empowerment more quickly and easily than the extensive structural and systemic changes required for complete strategic cohesion. Organizations that pursue empowerment initiatives in dynamic industries such as telecommunications often begin by enhancing employee motivation before reaching comprehensive structural integration.

3.5 Testing the Hypothesis

To verify the main hypothesis and its sub-hypotheses, Simple Linear Regression was used to measure the impact of each independent sub-variable on the dependent variable, as well as to measure the impact of the independent variable in all its dimensions as a single unit on the dependent variable, as shown in the following tables:

3.5.1 Main Hypothesis: H1: There is a statistically significant impact at ($\alpha < .05$) of the employee empowerment strategies on strategic cohesion

Table 5: Results of Simple Linear Regression for the Main Hypothesis

Sig	T Value	Regression Coefficient (β)	Sig	F-value	R ²	R
0.001	4.050	0.234	0.000	92.90	0.659	0.811

Source: Statistical Analysis Results, 2025.

To test the main hypothesis related to the impact of employee empowerment strategy on strategic cohesion, the independent variables was regressed against the dependent variable. The results, which is shown in table 5, indicate that this hypothesis is substantiated. That is, the R^2 value of 0.659 which indicate that 65.9% of the variance in strategic cohesion is significantly explained by independent variables. In addition, the result indicates a positive relation between employee empowerment strategies and strategic cohesion ($\beta = .234$, $t = 4.05$, $p < 0.05$).

3.5.2 First sub-hypothesis H1.1: There is a statistically significant impact at ($\alpha < .05$) of psychological empowerment on strategic cohesion

Table 6: Results of simple linear regression for the first sub-hypothesis (impact of psychological empowerment on strategic cohesion)

Sig	T Value	Regression Coefficient (β)	Sig	F-value	R ²	R
0.004	2.900	0.474	0.000	74.97	0.631	0.794

Source: Statistical Analysis Results, 2025.

To test the first sub-hypothesis related to the impact of psychological empowerment on strategic cohesion, the independent variables was regressed against the dependent variable. The results, which is shown in table 6, indicate that this hypothesis is substantiated. That is, the R^2 value of 0.631 which indicate that 63.1% of the variance in strategic cohesion is significantly explained by independent variables. In addition, the result indicates a positive relation between psychological empowerment and strategic cohesion ($\beta = .474$, $t = 2.900$, $p < 0.05$).

3.5.3 Second Sub-Hypothesis H1.2: There is a statistically significant impact at ($\alpha < .05$) of Structural Empowerment on strategic cohesion

Table 7: Simple linear regression results for the second sub-hypothesis (impact of structural empowerment on strategic cohesion)

Sig	T Value	Regression Coefficient (β)	Sig	F-value	R ²	R
0.004	2.945	0.352	0.000	85.42	0.601	0.775

Source: Statistical Analysis Results, 2025.

To test the second sub-hypothesis related to the impact of structural empowerment on strategic cohesion, the independent variables was regressed against the dependent variable. The results, which is shown in table 7, indicate that this hypothesis is substantiated. That is, the R^2 value of 0.601 which indicate that 60.1% of the variance in strategic cohesion is significantly explained by independent variables. In addition, the result indicates a positive relation between structural empowerment and strategic cohesion ($\beta = .352$, $t = 2.945$, $p < 0.05$).

3.5.4 Sub-hypothesis H1.3: There is a statistically significant impact at ($\alpha < .05$) of knowledge sharing and communication on strategic cohesion

Table 8: Results of simple linear regression for the first sub-hypothesis (impact of knowledge sharing and communication on strategic cohesion)

Sig	T Value	Regression Coefficient (β)	Sig	F-value	R ²	R
0.000	7.908	0.983	0.000	93.96	0.550	0.741

Source: Statistical Analysis Results, 2025.

To test the third sub-hypothesis related to the impact of knowledge sharing and communication on strategic cohesion, the independent variables was regressed against the dependent variable. The results, which is shown in table 8, indicate that this hypothesis is substantiated. That is, the R^2 value of 0.550 which indicate that 55% of the variance strategic cohesion is significantly explained by independent variable. In addition, the result indicates a positive relation between knowledge Sharing & communication and strategic cohesion ($\beta = .983$, $t = 7.908$, $p < 0.05$).

4 Discussion

After testing the hypotheses, the study reached the following results:

Finding 1: Through the integration of psychological empowerment with structural empowerment together with knowledge sharing and communication companies gain stronger strategic cohesion by optimizing resource alignment and improving leadership unity and functional integration. Employee empowerment produces an active workforce through inclusive methods because strategic cohesion depends on maintaining employee engagement. When psychological empowerment combines with structural empowerment and knowledge sharing employees can better align their work with the organization's vision and goals. The alignment process enhances resource coordination while building leadership unity through shared values and trust which leads to functional integration through cross-functional teamwork collaboration. The competitive environment of

Jordan's telecommunications industry allows empowered employees to quickly adapt to new technologies and customer demands resulting in stronger departmental cooperation. Organizational empowerment eradicates departmental barriers and operational constraints while building support for strategic goals.

Finding 2: Psychological empowerment strengthens strategic cohesion between resource synchronization and leadership unity together with organizational functional integration. Psychological empowerment in employees grows out of their meaningful work experiences paired with their proficiency and decision-making power to influence outcomes. The dedication of employees to organizational strategic aims increases when they view their work as meaningful and feel confident in their abilities. Workers who have attained high psychological empowerment skills manage resource alignment effectively because they possess a profound understanding of their organization's priorities and goals. The bond between leaders and team members strengthens when employees demonstrate trust towards their leaders alongside open communication support for unified leadership programs. Functional Integration thrives when proactive workers work together to innovate because their approach lessens departmental friction. Research shows that organizational unity and strategic alignment emerge when internal motivation combines with employee autonomy.

Finding 3: Structural empowerment practices build strategic cohesion by merging resources with leadership and through functional integration promotion. Organizations utilize structural empowerment through frameworks that grant staff access to information and resources while support systems enhance learning and professional growth opportunities. Employees receive empowerment through established organizational systems. When resources are aligned properly employees gain access to essential tools and information which enables them to direct their tasks toward organizational strategic goals. Leadership unity is maintained by structural transparency and clear organization which reduces misunderstandings and maintains coherence throughout management layers. Departmental functional integration becomes possible through structural improvements that establish specific roles and responsibilities together with defined communication pathways. Organizational structures that facilitate operational support become vital for guiding cooperative strategic directions.

Finding 4: Effective communication and knowledge sharing practices enable organizations to reach strategic cohesion through resource alignment while simultaneously building leadership cohesion through functional integration. Effective knowledge sharing and communication serve as foundational elements for organizational cohesiveness. The telecom industry uses strategic outcomes that depend on how information flows through organizational hierarchies. Better resource alignment happens when organizations practice knowledge sharing which improves planning efficiency and allocates budgets to critical resources properly. Leadership cohesion improves through ongoing communication that maintains alignment while ensuring leaders and team members are kept informed. Teams demonstrate improved efficiency when members are aware of their colleagues' roles because this awareness eliminates duplicated tasks and builds stronger teamwork collaboration. Strategic cohesion reaches effectiveness when it develops from established communication practices and knowledge management systems.

5 Conclusion

This research indicates employee empowerment approaches serve as the essential foundation for strategic cohesion in Jordanian telecommunications companies. Organizations must achieve success in fast-paced competitive environments through technology growth combined with market positioning that requires strategic empowerment of human capital.

According to research findings full employee empowerment through psychological and structural domains as well as communication areas boosts strategic cohesion which is essential for combining organizational components toward shared goals. The connection between strategic planning and real-world implementation takes place through strategic cohesion which brings together resource alignment with leadership cohesion and functional integration.

When employees experience psychological empowerment, they achieve enhanced meaning and competence alongside greater self-determination and impact which strengthens their emotional and cognitive commitment to organizational strategies. Employees who feel empowered show greater personal investment and initiative resulting in durable performance that stays consistent with organizational goals. Strategic comprehension and loyalty generated by intrinsic motivation drive people to act in ways that support organizational objectives.

The research demonstrated that information access combined with resource backing establishes work settings that enhance coordination abilities and also foster trust and innovation. Within set structural boundaries employees who work autonomously yet responsibly execute strategic directives which produce effective performance. Eliminating bureaucratic obstacles and promoting peer-to-peer collaboration enhances structural empowerment which bolsters leadership unity and merges organizational functions.

The researchers demonstrated that knowledge sharing alongside communication serves as essential components required to achieve strategic coherence across organizations. When a transparent communication system delivers information instantly it allows staff members across departments and ranks to understand strategic goals along with exchanging insights which leads to efficient teamwork. Knowledge sharing and communication processes develop shared organizational goal awareness and link different units through conflict reduction which supports unified leadership and coordinated operations.

Empowerment strategies show interactive functionality because they work together as part of a system. The interactive empowerment methods create a culture that embraces inclusion and accountability while forming a unified strategic vision at the same time. Organizations achieve strategic unity through a base that combines psychological engagement with structural enablement and clear communication methods. The organization's workforce serves as its most valuable asset which supports the creation and execution of effective strategic plans.

The data highlights Jordan's telecommunications industry as crucial due to the need for businesses to progress through technology advancements while adapting to evolving consumer demands. The ability of employees to empower themselves enables organizations to maintain competitive advantage through strategic coordination which sustains both flexibility and robustness during unpredictable times.

Ultimately, this study underscores a vital truth: HR departments need to establish employee empowerment as a fundamental strategic necessity rather than treating it as a discretionary choice. Organizations that embed empowerment into their structural design experience natural strategic alignment which leads to enduring performance results and organizational growth.

5.1 Recommendations

This study shows that Jordanian telecommunications businesses must prioritize implementation of the following recommendations:

- **Institutionalize Psychological Empowerment:** Facilitate employee involvement in organizational decisions and provide meaningful feedback and recognition while creating roles that enable personal values to support organizational goals.
- **Strengthen Structural Empowerment Mechanisms:** Develop policies that promote transparency alongside defined roles and delegated authority while reducing micromanagement to establish trust and autonomy within the workplace.
- **Enhance Strategic Alignment through Knowledge Management:** The establishment of knowledge management systems and creation of practice communities along with open communication links between levels and regular interdepartmental meetings will promote collaboration and information exchange.
- **Invest in Leadership Development:** Implement training programs aimed at transformational and servant leadership techniques and schedule strategic workshops and retreats that include participation from top management through frontline supervisors to build stronger organizational cohesion.
- **Monitor and Evaluate Empowerment Initiatives:** Create survey tools and feedback systems while establishing KPIs to measure the success of empowerment strategies and utilize this analysis for strategic advancement.
- **Promote a Culture of Strategic Thinking:** Employees should connect their daily duties and project assignments to the organization's strategic goals to build stronger unity and shared purpose.
- By adopting these recommendations organizations will achieve better internal coordination and employee commitment which leads to improved strategic adaptability thus securing a sustainable competitive advantage.

5.2 Implications

The findings deliver practical applications for organizations that operate within fast-paced competitive environments such as the telecommunications industry. Organizations improve their strategic cohesion when they implement structural and psychological empowerment methods while promoting open communication and integrating knowledge management practices throughout all levels of the organization. A combination of

leadership development programs that promote empowerment-focused leadership styles together with monitoring systems such as KPIs and regular feedback mechanisms proves vital to maintain empowerment practices across time. The development of strategic thinking among employees who connect their roles to overall organizational objectives became a critical approach for maintaining long-term strategic alignment.

5.3 Suggested Future Studies

This research provides important findings and identifies multiple future research opportunities.

- **Exploration of Moderating Variables:** Future studies should investigate moderating elements which could affect the connection between employee empowerment and strategic cohesion including organizational culture differences and leadership style variations as well as external environmental changes.
- **Comparative Sectoral Studies:** Researchers should perform cross-sector comparisons between healthcare, education and manufacturing sectors to determine if industry characteristics modify the effect of empowerment on strategic cohesion.
- **Longitudinal Research Designs:** Tracking the effects of empowerment initiatives through longitudinal studies enables a deeper understanding of how strategic cohesion develops over time alongside stronger evidence for cause-and-effect relationships and long-term outcomes of empowerment efforts.

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