

Impact of Employees' Empowerment on Sustainable Competitive Advantage

-Case Study on Ooredoo Communication Company-

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ABSTRACT

This research focuses on the most important issues related to the and Sustainable competitive advantage, and in order to Employees' Empowerment maximize the research value, a case study of leading Communication Company Ooredoo was conducted. The main method adopted in this study was descriptive and analytic method. A total of 116 respondents evaluated Employees' Empowerment in Ooredoo.

The results show that, the dimensions of Employees' Empowerment (Employees Competence, Meaning fullness, Self- Determination, job Impact) have significant effects on sustainable competitive advantage

Key words: sustainable competitive advantage, Employees' Empowerment, Employees Competence, Meaning fullness, Self- Determination, job Impact.

JEL classifications: M39; M540; J50; O150; J20; O150.

1. Introduction

In the 21st century companies want to succeed in business, create sustainable competitive advantages, and find opportunities to grow and it is all about Empowering it's human resources through linking individual strengths and competencies, natural helping systems and proactive behavior to social policy and social change.

Since communication sector is one system that is responsible for the development of any country, also Ooredoo Communication Company staff is as permanent forces that are affecting in the stability and harmony of this role. Thus, the researcher is seeking to investigate the impact of employees' empowerment on Sustainable Competitive Advantage of Ooredoo Communication Company employees by underlying factors such as feelings of competence, meaningfulness, impact and choice as a component of empowerment.

Research purpose:

The growth interests of consumer in service industry have a growing influence in the mobile operator market in Algeria. Competition is the most fundamental factor that directly affects the employees' empowerment emergence and growth. Today, the competition is fiercely in market due to the threat of new entrances and rivals. The empowerment always try to outperform their competitors to grab a greater share of market, thus, an appropriate human resources strategy is necessary. Here, employees' empowerment is a concept in human resources field which plays an important role that affects developing business for gain sustainable competitive advantage. Hence, this paper seeks to examine the effects of dimensions employees' empowerment (Employees Competence, Meaning fullness, Self- Determination, job Impact) on creating sustainable competitive advantage. The finding of this paper will help Ooredoo marketers to create positive human resources in order to increase their future's business growth and profit.

Research purpose:

The purpose of this research is to explore and measure the effects and of dimensions of employees' empowerment on maintaining sustainable competitive advantage theoretically and empirically.

Therefore, the purposes of this study are:

- Deeply understanding of employees' empowerment concept employ in human resources.
- Measure and examine the effectiveness of employees' empowerment dimensions (Employees Competence, Meaning fullness, Self- Determination, job Impact) on the sustainable competitive advantage creating.

Research questions:

What is the influence of employees' empowerment on achieving a sustained competitive advantage?

Sub questions:

- 1) what is the effect of employees competence on sustainable competitive advantage?
- 2) what is the effect of Meaning fullness on Ooredoo sustainable competitive advantage?
- 3) what is the effect of Self- Determination on Ooredoo sustainable competitive advantage?
- 4) what is the effect of job Impact on Ooredoo sustainable competitive advantage?

Structure of the paper:

This paper will start with a brief background. Moreover, the research problem, research purpose and the research objective, and research hypotheses are also presented in the introduction part. The theory discussion will be based on sustainable competitive advantage background, and we focus on general overview of employees' empowerment and clarifying the linkage between the sustainable competitive advantage and employees' empowerment. finally we choose Ooredoo Communication Company as case study.

Methodology part will discuss the chosen research approach and method in this study. By clarifying the assumption of this paper, the descriptive and analytical method will be applied. By using questionnaire survey, the collected data will be used in the empirical analysis and

discussion subsequently, by using SPSS as statistical program. The collected data will be analyzed based on the data analysis, it will be clear discussed the relationship between the sustainable competitive advantage and employees' empowerment.

2. Theoretical framework

Employees' Empowerment

The definitions of empowerment itself vary widely across scholars. Many studies define empowerment as intrinsic task motivation (e.g., Conger & Kanungo, 1988; Thomas & Velthouse, 1990) or motivation reflective of the person–environment fit (Zimmerman, 1990). In other literature, empowerment has been defined as perceptions (Parker & Price, 1994) and as commitment-based designs (Spreitzer, 1996). Researchers have also defined empowerment in terms of job structure the transfer of power or authority (e.g., Burke, 1986; Kanter, 1977). Empowerment has become an important theme within general management over the course of recent years. There is general encouragement to give employees sufficient latitude in their work-definition and authority to be able to apply the full breadth of ability to the overall aims of the company. Recently, the usefulness of empowerment has started to become recognized in the different environment of Project Management (Williams, 1997; p07). Rutland discusses its importance both between companies, leading towards an increase in structures such as partnering (which implies a level of trust between the companies), and, more relevantly to this paper, for individuals within a firm: he discusses the importance of employee motivation as a differentiating factor between companies (Rutland, 1994; p09).

Empowerment is often defined as the act of giving people the opportunity to make workplace decisions by expanding their autonomy in decision making (Vogt, 1997; p11). Also, empowerment has been described as the breaking down of traditional hierarchical structures (Blanchard, 1997; p08). From a service perspective, empowerment gives employees the authority to make decisions about customer service. In industrial and organizational psychology and management, empowerment is the enhancement of the autonomy of employees in their work or increased involvement that results in increased decision making more generally within the wider agenda and interests of the organization (Wall et al, 2004; p11). Geroy et al. (1998) emphasized the organizational aspect of empowerment, calling it the process of providing employees with the necessary guidance and skills to enable autonomous decision making (including accountability and responsibility for making these decisions within acceptable parameters) that is part of an organizational culture. An empowered and committed workforce is generally claimed to be essential for the effective functioning of modern organizations (Bowen et al, 1992; Sparrowe, 1995; Kirkman et al, 1999). Empowerment have been proposed and found to facilitate a worker's commitment to the organization (Kirkman et al, 1999; Locke et al, 1979). Empowerment can be measured through two constructs. One is psychological empowerment construct which has received much attention from researchers in many business fields (Thomas and Velthouse, 1990; Spreitzer, 1995).

The focus of psychological empowerment is an individual's psychological empowerment state. The other construct is empowerment climate which focuses on work environment. Concept of empowerment climate proposed by Scott and colleagues (2004) is a shared perception regarding the extent to which an organization makes use of structures, policies, and practices supporting employee empowerment. It refers to work environment. Blanchard et al. (1995) and Randolph (1995) identified three key organizational practices associated with empowerment climate: autonomy through boundaries, information sharing, and team accountability. As the focus of our study is on work environment we take the empowerment climate construct. Moreover, organizational climate perceptions are related to individual attitudes and behaviors (Schneider et al, 1980; Hofmann and Stetzer, 1996; Glisson and James, 2002), we, therefore, study its

relationship with leadership behavior in projects (Shazia et al, 2010). Based on the prior literature this paper take the three dimensions autonomy through boundaries, information sharing, and team accountability as the organizational practices associated with the empowerment climate of project teams having varying degree of virtuality. Autonomy through boundary dimension (Shazia et al, 2010).

Employees' Empowerment Dimensions

Building upon the seminal work by Conger and Kanungo (1988), Thomas and Velthouse (1990) define empowerment as increased intrinsic task motivation manifested in a set of four cognitions (task assessments) reflecting the individual's orientation to his or her job role: meaningfulness, impact, competence, and choice. Let's take a careful look at each of these cognitions.

Specifically, **meaningfulness** is the individual's intrinsic caring about a given task, and is concerned with the value of the task goal judged in relation to the individual's own value system, ideals, and/or standards (Thomas and Velthouse 1990, p. 672). In other words, feelings of meaning, or purpose, emerge out of a fit between the needs of one's work role and one's beliefs, values, and behaviors (Spreitzer 1995a; p30). Lack of meaningfulness is believed to result in apathy and feelings of detachment (Thomas and Velthouse 1990; p. 673) that are detrimental to job motivation and quality of job performance (Hackman and Oldham 1976; p. 14).

Competence is "the degree to which a person can perform task activities skillfully when he or she tries" (Thomas and Velthouse 1990, p. 672). It can be understood as self-efficacy (Bandura 1986; P.45) specific to one's work, and should be distinguished from self-esteem as the former is confined to a work role in contrast to the latter being construed as global efficacy (Spreitzer 1995; p.11). Indeed, self-efficacy, the central variable of social-cognitive theory (Bandura 1986; P.40), has proven to be "one of the most focal concepts in contemporary psychology research" (Judge, Jackson, Shaw, Scott, and Rich 2007, p. 107; Stajkovic and Luthans 1998), as demonstrated by the evidence that it has been studied in more than 10,000 investigations over the past 25 years (Judge, Jackson, Shaw, Scott, and Rich 2007). Accumulated evidence attests to a positive relationship between self-efficacy and work-related performance (Stajkovic and Luthans 1998). Research suggests that self-efficacy, as a positive psychological strength underlining the recently emerging core construct of positive psychological capital (Luthans, Norman, Avolio, and Avey 2008), can be enhanced and promoted in four very specific ways: Task mastery, modeling, persuasion and/or feedback, as well as physiological and/or psychological arousal and wellness (Bandura 1997). In sum, in Bandura's (1986) terms, competence is tantamount to agency beliefs, personal mastery, or effort-performance expectancy.

Impact is understood by the degree to which the individual "can influence strategic, administrative, or operating outcomes at work" (Spreitzer 1995a; p.12), and is the converse of learned helplessness (Martinko and Gardner 1982; P.17). Conceptually, impact is different from locus of control; the former is determined by the work context (Zimmerman 1995; P.10) whereas the latter is regarded as a global personality characteristic that endures across situations. Recently (Dur and Glazer, 2008) find that the impact motive can make it profitable for an employer to give employees autonomy in effort or task choices.

Choice involves "causal responsibility for a person's actions" (Thomas and Velthouse 1990; P.674), and is a sense of autonomy over the initiation and continuation of work behavior and processes (e.g., deciding on work methods, pace, and effort) (Spreitzer 1995a; P.12). It should be noted that impact and choice represent different perspectives on the notion of control the former is control over one's work unit whereas the latter is control over one's work (Spreitzer 1995b; P.15). Some favorable consequences of choice have been documented in the literature; for example, Chirkov, Ryan, Kim, and (Kaplan 2003) find that autonomy is positively related to psychological well-being. Recently, (Jaramillo, Locander, Spector, and Harris 2007) suggest that initiative has a significant direct effect on objective salesperson performance. In an attempt to better operationalize the construct "psychological empowerment," (Spreitzer 1995a) builds on the theoretical model constructed by (Thomas and Velthouse 1990) to develop a four-

dimensional scale to measure meaningfulness, impact, competence, and choice. In her highly referenced work, (Spreitzer 1995) renames meaningfulness as meaning and choice as self-determination. Together, these four dimensions should be conceptualized as neither antecedents nor consequences of psychological empowerment (Spreitzer, Kizilos, and Nason 1997; P.21), but rather comprise its very essence (Spreitzer 1995a; P.11), reflecting a proactive self-orientation of an individual in relation to his or her work role (Spreitzer 1995b; P14). As a whole, the approach adopted by Conger and Kanungo (1988), Thomas and Velthouse (1990) and Spreitzer (1995a) is predicated on the "perception aspect," viewing empowerment as the "psychological state of a subordinate" resulting from his or her supervisor's empowering (Lee and Koh 2001, p. 686) and/or organizational empowering structures, policies, and practices (Seibert, Silver, and Randolph 2004, p. 332). The four dimensions delineated previously are considered "the essential prerequisites for the motivation to engage in empowered behaviors in the work environment" (Robbins, Crino, and Fredendall 2002, p. 422), and provide the initiative for individuals to proactively undertake behaviors necessary for goal achievement (Peterson, Lowe, Aquilino, and Schneider 2005; P.22). Theorized to be negatively associated with powerlessness (Zimmerman 1990b), the four specific dimensions of psychological empowerment combine and culminate in an overall gestalt of the experience of empowerment in the workplace (Spreitzer 1995; P24).

Sustained Competitive Advantage

Because of the importance of SCA to the long-term success of firms, a body of literature addresses its content as well as its sources and the different types of strategies that may help companies to achieve (Barney, 1991 :p117). a firm has a sustained competitive advantage when a firm is implementing a unique value creating strategy which any current or potential competitors do not implement simultaneously and when these other firms are unable to duplicate the benefits of this strategy (Dyer & Singh, 1998 :p665). In clear phase, sustainable competitive advantage is the long-term benefit of implementing some unique value creating strategy which any current or potential competitors do not implement simultaneously, along with the inability to duplicate the benefits of this strategy (Fahy, 2002: p59). If companies want to obtain sustainable competitive advantages, they can implement strategies that exploit their strengths and external opportunities and avoid their external threats and internal weaknesses (Porter, 1996: .Having SCA is the most important value for companies (Oliver, 1997:699) One of the factors that make SCA is Brand and corporate image. The creation and maintenance of brands are becoming more important in today's intensely competitive environment (Wu, 2007: p552). Investing in branding activities creates brand equity (Barney, 2001:p 23).

Achieving SCA: a resource-based view

The resource-based view of the firm has its roots in the organizational economics literature, the resource-based view holds that dissimilar resource endowments result in distinctive competitive advantage and different performances between firms (Chaharbaghi & Lynch, 1999: p46). According to this view, the primary resources regarding a firm's competitive advantage include its physical assets, financial capital, human resources, organizational systems, technology and knowledge, and intangible assets (e.g., branding, patent, copyright, and goodwill) (Coff, 2003 :247). In particular, a firm's sustained competitive advantage results from its strategic resources that are valuable, rare, imperfectly imitable, and non- substitutable. This view focuses on a firm's internal attributes, especially its strategic resources (Dierickx & Cool, 1989: 1509).

3. research analytical framework

Background of Ooredoo Company:

Ooredoo is the third operator mobile in Algeria, it was established by the Kuwaiti company Wataniya Telecom, which joined United Gulf Bank (UGB). With a license for a period of 15 years, WTA adopted an accelerated investment program comprising projects 1 billion U.S. dollars over three years (Ooredoo, 2014: p4). With these investments, Nedjma to size instead of leading innovation and added value Wataniya Telecom, the benchmark WTA was founded in 1999 in Kuwait. It is part of the company Kuwait Projects Company (KIPCO), the largest private

company in Kuwait with assets of over USD 10 billion. Wataniya Telecom has grown rapidly in the world of wireless telecommunications in the Middle East and North Africa.

In March 2007, Qtel acquired a majority shareholder (51%) Wataniya Telecom of Kuwait and has therefore 80% Nedjma (ARPT, 2014 : p3).

Wataniya Telecom Algeria is the first trader of mobile multimedia in Algeria. Obtained Wataniya Telecom Kuwait to license the exploitation of the mobile phone in Algeria on December 2, 2003 after the presentation of financial, estimated at \$ 421 million, and in the August 25, 2004, commercial launch of its brand named "star" formations of products and services of its kind in Algeria, where introduced "star" a new standard for the world of communication in Algeria (Ooredoo, 2014: p3). Indeed, it suggests the star of the Algerian consumer offers and innovative products and services, thanks to the high quality of the latest technology devices, and high standards of customer service and very competitive pricing.

Development of the visual identity and brand image:

Ooredoo, Nedjma, or Wataniya Telecom company, began operations in 2004. When Nedjma began it started as Algeria's third mobile operator, today Ooredoo is second only to the incumbent and still growing strong. Ooredoo is one of the most recognizable brands in Algeria with the most liked brand Facebook page.

Ooredoo offers its customers great value for mobile voice, data, and multimedia services using their nationwide network. In order to get closer to its clients everywhere in Algeria, Ooredoo set up a sales network through all the national territory ensuring large visibility. There are over 400 Ooredoo locations that can sell products and services to the clients in Algeria's towns and villages.

Our sales and distribution network covers four regions of the country (Center, South, East and West), thanks to 50,000 partner outlets, 2000 partner distributors and 5 national and regional distributors.

Ooredoo continues to develop its closeness with Algerian society. We pride ourselves on our charitable and humanitarian projects, and continue to support and encourage our culture in order to build strong image.

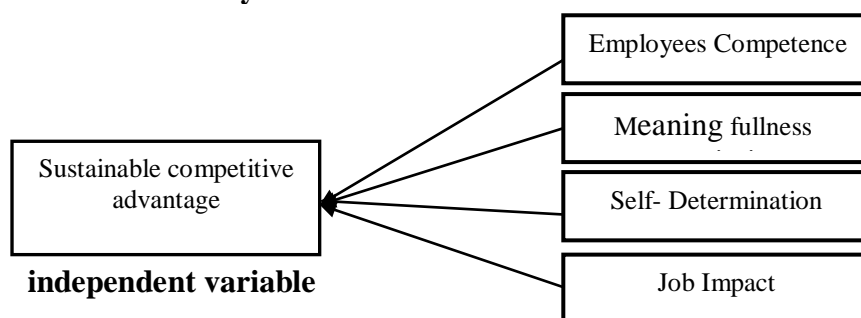
Ooredoo thanks their employees who work every day together to satisfy millions of clients, residential or corporate, who trust in it. A great family composed by more than 2,500 Algerians, for whom every day is a challenge, a united family to gain their loyalty.

Ooredoo is the main sponsor of the Algerian Football Federation and the Algerian national football team and is also sponsor of the 1st Football League clubs in Algeria.

Research Model and Hypotheses:

Based on the main research questions and aims, in this section of the paper the research analytical framework is presented, employees' empowerment are encompasses the four main dimensions as follow: Employees Competence, Meaning fullness, Self- Determination, job Impact and its relationship with sustainable competitive advantage .

The research analytical model



Dependent variable

Table(01): The Research Hypotheses

Hypotheses	Description
H.1	Employees Competence has a significant effect on SCA.
H.2	Meaning fullness has a significant positive effect on SCA.
H.3	Self- Determination has a significant positive effect on SCA.
H.4	Job Impact has a significant positive effect on SCA.

* $\alpha=0.05$

source: Researcher own calculations.

Data collection:

Overall, the questionnaire was designed a survey including all constructs of the conceptual model to text or investigate the hypotheses; the questions are based on previous theoretical discussion. General speaking, this survey questionnaire consists of 3 sections. The first section is designed to acquire the respondent demographic information. The second section is using 5 point likert-type scale to measure the four dimensions of employees' empowerment with a 12 items. The dimensions employees' empowerment was structured 4 parts as: Employees Competence, Meaning fullness, Self- Determination, job Impact. The last section is to measure the sustainable competitive advantage effect on brand equity dimensions with 4 items. Again, this section used 5 likert scale form "strongly agree" to "strongly disagree". The questionnaire has been sent to total number of 200, and collection of data was conducted in one mouths. In order to make the data more representative and precisely, this survey was chosen a broad target population for investigation.

After sent total number of 200 questionnaires to the target group, 116 respondents of data have been returned 58% respondent rate).

Reliability of the Research:

Table (02) show the results for reliability test for each variable tests. As mentioned in the table (02), the questionnaire for each of the variable has been reliable. The Alpha Cronbach for these hypotheses is 0.84.

Table (02): Reliability test results:

Variables	Number of questions	Alpha Cronbach
Employees Competence	3	0.69
Meaning fullness	3	0.70
Self- Determination	3	0.71
job Impact	3	0.69
S.C.A	4	0.75
	$\Sigma = 16$	0.84

Source: Researcher own calculations according to the output of SPSS.19

Analyze and discussion:

In this research, Statistical Package for Social Science programs (SPSS) 19.0 is used for the data analysis. The methods used in data analysis are including descriptive analysis, factor analysis, and multiple regression analysis. Descriptive analysis is used to summarize the characteristic of respondents. Factor analysis is conducted to determine the factor underling the (5) variables of employees' empowerment dimensions and variable of sustainable competitive

advantage. Finally, multiple regression analysis is applied to determine whether employees' empowerment dimensions affect on sustainable competitive advantages.

Demographic characteristics:

.Gender

Table shows the information of 116 responders in this research by dividing from gender; there are 59.5% male and the remaining 40.5% are female.

Table 03 : Demographic characteristics : gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	69	59.5	59.5	59.5
Female	47	40.5	40.5	100.0
Total	116	100.0	100.0	–

Source: Researcher own calculations according to the output of SPSS.19

. Age:

As it could be seen from following table, the range of ages is from under 25 to 40 years old. The most respondents' ages were between 25 and 30 years old, which occupied 41.4%. The age between 30 and 35 years old were ranking the second place which took 19.0%. The respondents who were under 25 years old and the age between 35 and 40 years old, and more than 40 were account for the smallest percentage (under 25 is 15.5%, 35 to 40 is 12.9%, more than 40 is 11.2%).

Table 04: Demographic characteristics: age

	Frequency	Percent	Valid Percent	Cumulative
Valid under 25	18	15.5	15.5	15.5
25-30	48	41.4	41.4	56.9
30-35	22	19.0	19.0	75.9
35-40	15	12.9	12.9	88.8
MORE 40	13	11.2	11.2	100.0
Total	116	100.0	100.00	

Source: Researchers own calculations according to the output of SPSS.19

.Education:

From 116 respondents, a total of 46.5% respondents had a bachelor degree, and 34.48% respondents are graduated from high school, and 17.2% respondents had a master degree.

Table05: Demographic character is : education

	Frequency	Percent	Valid Percent	Cumulative Percent
high school	40	34.48	34.48	34.48
bachelor degree	54	46.5	46.5	80.98
master degree	20	17.2	17.2	99.8
Total	116	100.0	100.0	

Source: Researchers own calculations according to the output of SPSS.19

. Income:

As it could be seen from following table, the most respondents' incomes were less than 18000DA with 43.1%, The incomes more than 30000DA were ranking the second place which took 37.1%.

The respondents who were between 18000-3000DA were account for the smallest percentage is 19.8%.

Table06: Demographic character is: Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less 1800	50	43.1	43.1	43.1
18000-3000DA	23	19.8	19.8	62.9
More than	43	37.1	37.1	100.0
Total	116	100.0	100.0	

Source: Researcher own calculations according to the output of SPSS.19

Multiple regression analysis (structural model and hypothesis Testing):

Regression analysis in this study is used to determine whether the independent variables explain a will be significant variations in the dependent variable and whether a relationship exists. If $p \leq 0.05$, that means the hypothesis is supported and can be used to make predictions, however, if $P > 0.05$, it means the hypothesis is rejected.

. Answer direction of the sample:

Table 07: Answer direction of first axe (Employees Competence)

Item	MEAN	STD DEVIATION	Answer direction
N01	3.63	1.138	Agree
No02	3.72	0.94	Agree
N03	3.34	1.112	Neuter
Σ	3.56	0.72	Agree

Source: Researchers own calculations according to the output of SPSS.19

From the table (07) we note that the respondent agree, and has employees competence to their employees' empowerment Ooredoo where we see through their consent heavily on all expressions of this axe Despite their neutrality with respect to the item (No. 3).

Table08: Answer direction of second axe (Meaning fullness)

Item	Mean	Std deviation	Answer direction
N04	3.71	0.960	Agree
N05	3.66	1.031	Agree
N06	3.15	1.113	Neuter
Σ	3.51	0.75	Agree

Source: Researchers own calculations according to the output of SPSS.1

From the table (08) we note that the respondent agree, and has Meaning fullness with their employees' empowerment where we see through their consent heavily on all expressions of this axe Despite their neutrality with respect to the item (No.6).

Table 09: Answer direction of third axe (Self- Determination)

Item	Mean	Std deviation	Answer direction
N07	3.63	1.059	Agree
N08	3.55	1.050	Agree
N09	3.37	1.108	Neuter
Σ	3.51	0.75	Agree

Source: Researcher own calculations according to the output of SPSS.19

From the table (09) we note that the respondent agree, and has a good Self-Determination to their employees' empowerment Ooredoo where we see through their consent heavily on all expressions of this axe despite their neutrality with respect to the item (No.09).

Table 10: Answer direction of fourth axe (job Impact)

Item	Mean	Std deviation	Answer direction
N10	3.82	0.861	Agree
N11	3.64	0.908	Agree
N12	3.28	1.060	Neuter
Σ	3.58	0.66	Agree

Source: Researchers own calculations according to the output of SPSS.19

From the table (10) we note that the respondent agree, and has a job impact to their employees' empowerment Ooredoo, where we see through their consent heavily on all expressions of this axe despite their neutrality with respect to the item (No.12).

Table11: Answer direction of sixth axe (sustainable competitive advantage)

Item	Mean	Std deviation	Answer direction
N13	3.60	0.941	Agree
N14	3.60	0.922	Agree
N15	3.39	0.851	Neuter
N16	3.61	1.093	Agree
Σ	3.55	0.75	Agree

Source: Researcher own calculations according to the output of SPSS.19

From the table (11) we note that the respondents agree that Ooredoo has a sustainable competitive advantage where we see through their consent heavily on all expressions of this axe despite their neutrality with respect to the item (No.15).

.Hypothesis Testing:

Regression analysis in this study is used to determine whether the independent variables explain a will be significant variations in the dependent variable and whether a relationship exists. If $\text{sig} \leq 0.05$, that means the hypothesis is supported and can be used to make predictions, however, if $\text{sig} > 0.05$, it means the hypothesis is rejected.

Table12: Hypothesis Testing

Independent v V1-v4	Dependen t v	R sequare	Sig*	Correlation model
Employees Competence	SCA	0.28	0.00 0	sca=1.780+0.483 v1
job Impact	SCA	0.29	0.00 0	Sca=1.649+0.542 v2
Self- Determinatio n	SCA	0.16	0.00 0	Sca=2.092+0.411 v3
Meaning fullness	SCA	0.32	0.00 0	Sca=1.311+0.571 x4

* $\alpha=0.05$ **Source:** Researchers own calculations according to the output of SPSS.19

As clear in the table (12) the four dimensions employees' empowerment including (Employees Competence, Meaning fullness, Self- Determination, job Impact), are positive relationships with sustainable competitive advantage in Ooredoo Company.

CONCLUDING REMARKS AND RECOMMENDATIONS

Empowerment is a concept that links individual strengths and competencies, natural helping systems and proactive behavior to social policy and social change. In other words, empowerment links the individual and his or her well-being to the wider social and political environment in which he or she functions. From a psychological perspective, empowerment links mental health and well-being to mutual help and to the creation of a responsive community. Indeed, personal and social change relies extensively on various methods of empowerment. In the other hand, achieving sustainable competitive advantages that activate in the turbulent internal environment is so important and vital. This paper investigates the impact of employee's empowerment on sustainable competitive advantages in Ooredoo communications' company. In this research the 4 main dimensions of Employees' Empowerment has been consider and the impact of the dimensions of empowerment on sustainable competitive advantages has been investigated. These 4 main dimensions were including: Meaningfulness, Competence, self-determination, Job Impact.

Results of data analysis has been showed that employee's empowerment is positive impact on sustainable competitive advantages and also positive impact on four sub-dimensions (Employees Competence, Meaning fullness, Self- Determination, job Impact) on sustainable competitive advantages for the company that activated in the communication sector.

It is highly recommended that Ooredoo communications' company that especially activated in service sector for gaining sustainable competitive advantages should attend to the empowerment of employees in the appropriate form Empowerment enables both employees and managers to gaining updated knowledge and abilities to establish the sustainable competitive advantages.

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