

The role of employee's empowerment strategy in improving organization's effectiveness

A case study of Coca-Cola Bottling Company in Jordan

• Abstract:

This study aims at identifying the role of the application of employees' empowerment strategy in improving organization's effectiveness through a case study of coca-Cola Bottling Company of Jordan.

By using stratified random sample consists of 50 employees who represent the operational and financial and managerial departments in the company, and through analyzing their answers to the questionnaire questions. The findings of this study were as follows:

- There is a high role of empowerment to improve Coca-Cola employees' performance.
- There is a role of empowerment to improve Coca-Cola products quality.
- There is no role for empowerment to improve Coca-Cola return on investment (ROI).
- There is a role of empowerment to improve Coca-Cola market share.

الملخص بالعربية

عنوان الدراسة: دور تطبيق إستراتيجية تمكين الموظفين لتحسين فعالية المنظمة

حالة دراسية: شركة كوكاكولا في الأردن

تهدف هذه الدراسة إلى التعرف على دور تطبيق إستراتيجية تمكين الموظفين لتحسين فعالية المنظمة وذلك من خلال دراسة حالة شركة كوكاكولا في الأردن. تم إجراء الدراسة على عينة مكونة من 50 موظفاً من موظفي الشركة يمثلون الأقسام التشغيلية والفنية والإدارية والمالية في الشركة. وتوصلت الدراسة إلى النتائج التالية:

- هناك دور بارز لتمكين الموظفين في تطوير موظفي الشركة.
- هناك دور لتمكين الموظفين في تحسين جودة منتجات الشركة.
- لا يوجد دور لتمكين الموظفين في تحسين العائد على الاستثمار في الشركة.
- هناك دور لتمكين الموظفين في تحسين مستوى الحصة السوقية للشركة.
- وبناء على هذه النتائج؛ فقد قدمت الدراسة التوصيات الآتية:
- يجب على الشركة تبني واستخدام إستراتيجية التمكين بهدف تحسين الأداء.

- يجب أن تبنى إستراتيجية التمكين لتحقيق التحسين في عدة جوانب مثل: الحصة السوقية، وجودة المنتجات، والعائد على الاستثمار.

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Introduction:

Globalization and economic and cultural openness have imposed different challenges on business organizations; intense competition, adapting with foreign cultures, and achieving employees satisfaction in several fields, such as creating motivations for good performance, rewards, and employee retention by providing opportunities for employees promotion. Recently organizations have become more convinced that their human capital is the most important asset. Accordingly, modern organizations tend to modify their structures by establishing a specialized department for human resources management, who plays the role of the development of human resources in order to achieve the organization's goals. Employee's development can be achieved through planned practices, and employees' empowerment is one of the effective practices in this aspect. Therefore, the strategic human resources management (SHRM) requires a full consistency with the general goals of the organization, then the employees empowerment strategy will contribute heavily in enhancing the skills, competences, experiences, and behavior of the employees, in order to create a talented employees who are capable to achieve the goals; Where, it require from the management of the organization to provide all ingredients (training, learning and rehabilitation), which works to provide opportunities for employees to launch their capacities and creative talents.

This study comes to discern the role of employees' empowerment in terms of learning, training, rehabilitation, and authorization in improving the organizational goals represented by; widen the market share, return investment, and product quality.

- **Problem statement and questions:**

Employees' empowerment plays a critical role in the accomplishment of the strategic goals of the organization, where the human resources are the main actor in managing and directing the material and financial resources available to any organization towards achieving the organization's objectives.

Therefore, the problem of this study would be formulated according to the following statement: "Jordanian industrial organizations believe that activating and applying employees' empowerment strategy is a key factor for achieving their goals effectively".

This problem will be discussed through the following questions:

The main question:

- Is there any existed role for empowerment strategy on improving effectiveness at the Jordanian industrial organizations?

Sub questions:

- Is there any existed role for empowerment strategy on increasing market share?
- Is there any existed role for empowerment strategy on increasing ROI ratio?
- Is here any existed role for employment strategy on products quality?

- **Research objectives:**

The main objective of this research is to identify the role of empowerment strategy on improving organizational effectiveness.

This objective includes the following sub-objectives:

- Explore the role of empowerment on improving products quality in Coca-Cola Bottling Company in Jordan.
- Explore the role of empowerment on increasing ROI ratio Coca-Cola Bottling Company in Jordan.
- Explore the role of empowerment on increasing market share in Coca-Cola Bottling Company in Jordan.

- **Importance of research:**

The importance of this research lies in, it will enrich the Arabic Library with research conducted in the Arabic work environment, to know whether the look of Arabic directors for human resource has risen from consideration employees just a cost incurred by the organization, to be considered the most important asset of the organization, which requires managers need to focus on workers, and rehabilitation, and to provide appropriate learning and training for them and then provide opportunities for them to bring out their talents and abilities, which bring the benefits of belonging to the organization and stakeholders.

- **Research Hypotheses:**

This research was conducted under the following hypotheses:

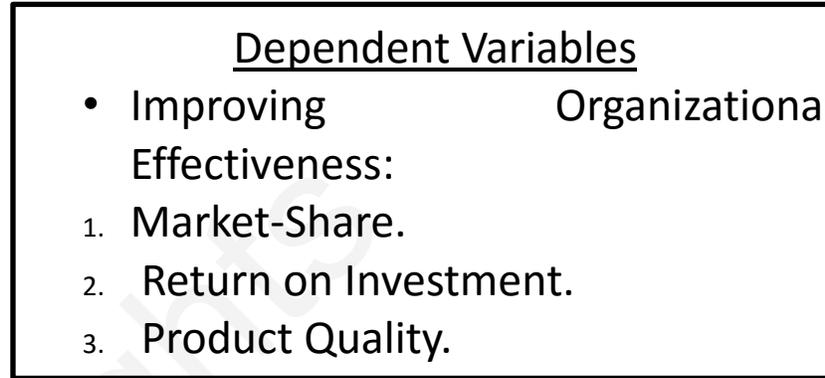
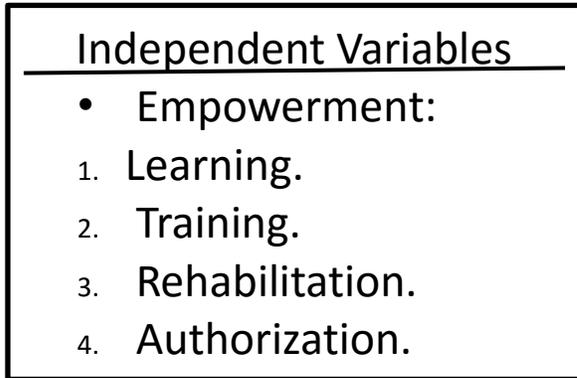
- **HO1:** There is no statistical significant role on the level of significance (0.05) between employees' empowerment (learning, training, rehabilitation and authorization), and performance of Coca-Cola Company

This hypothesis has been divided into three sub-hypotheses:

- **HO1₁:** There is no statistical significant role of empowerment strategy on the product quality at the industrial organizations.

- **HO1₂**: There is no statistical significant role of empowerment strategy on ROI ratio at the industrial organizations.
- **HO1₃**: There is no statistical significant role of empowerment strategy on market-share growth in the industrial organizations.

• **Research Models:**



• **Procedural definitions of variables:**

- **Empowerment:** A managerial exercise that enables employees of participate in decision-making process through information sharing, and encourage them by providing incentives to launch their abilities to improve the performance of the organization (Zhang and Bartol, 2010).
- **Effectiveness:** The efficiency with which an association is able to meet its objectives, the main measure of organizational effectiveness for a business will generally be expressed in terms of how well its net profitability compares with its target, profitability, additional measure might include growth data and the results of customer satisfaction, services (Motiwalla, et al, 2005).
- **Learning:** The act, process, or experience of gaining knowledge or skill (the free dictionary.com).

- **Training:** Activities and materials aiming at supporting the involvement of employees and managers, and to improve current and future performance, enabling participants of problems solving through discussion of different cases, stories, practical events, and video films and etc (Loyons and Mattered, 2011).
- **Rehabilitation:** To bring someone or some thing back to a good condition (Merriam-webster.com).
- **Authorization:** Is the function of specifying access rights to resources, which is related to information security and computer security in general and to access control in particular. More formally, “to authorize” is to define access policy (Tumin and Enchera, 2010).
- **Market-Share:** A percentage of total sales volume in market captured by a brand, product, or company (businessdictionary.com).
- **Product quality:** Quality is a perceptual, conditional, and somewhat subjective attribute and may be understood differently by different people. Consumers may focus on the specification quality of a product / service, or how it compares to competitors in the marketplace (Hallak, 2005).
- **Return on investment or on total assets (ROA):** It is a ratio that provides an idea of the overall return on investment earned by the firm. The formula to calculate this ratio is:

$$\frac{\text{Net income after tax and interests}}{\text{Total assets}}$$

(Besley and Brigham, 2000, P. 104).

- **Research Methodology:**

- **Research type:** This research was conducted according to the descriptive analytical approach, in order to clarify the importance of applying employees empowerment strategy, and then to measure the extent of applying such strategy in Coca-Cola Bottling Company in Jordan.
- **Research population and sample:** This research is a case study on Cocoa-Cola Company and in order to measure the extent of applying the strategy of employees empowerment in the company, a random sample of 50 employees were surveyed, data was collected through distributing a questionnaire on the sample members. These employees are working in different departments in the company as follows:

HR	10 employees
Logistic	6 employees
Production	4 employees
Sales	10 employees
IT	6 employees
Internal Audit	4 employees
Financial	10 employees

- **Data collection methods:** Secondary data was collected from related literature and books and published researches, while, primary data was collected through questionnaire designed by the researcher and distributed to the respondents.

- **Theoretical framework and literature review:**

- **The concept and importance of employees empowerment:**

Empowerment is one of the promising concepts of business world that has been less attention to it, but now has been turned to the topic, but despite numerous discussions about the benefits of empowerment its utilization is small and insignificant, and although, empowerment to allow managers to use the knowledge, skills and experience of all organization people, but unfortunately, there is little to know the number of managers and groups that way of creating a culture of empowerment (Blanchard et al, 2005).

Empowerment is the process of obtaining these basic opportunities for marginalized people, either directly by those people, or through the help of non-marginalized others who share their own access to these opportunities. It also includes actively thwarting attempts to deny those opportunities. Empowerment also includes encouraging, and developing the skills for self-sufficiency (Besterfield, 2003, P. 96).

Empowerment strategy aims at exchanging routine (traditional work) at the organization to more spirited environment, by giving the marginalized people the chance to make decisions, and then increase the intellectual capital amount by knowledge exchanging and investing in it correctly. Dealing with empowerment as culture by starting the leaders helping others and lead them to grow up for more Excellency. Removing separations between employees not to be a barrier of development and burgeoning. Giving more authority with a touch of challenge and distinction expand the range of participation, liberty, leadership, support the principals of creativity.

- **Empowerment Importance:**

1. Excellent managerial talent is increasingly perceived as scarce and expensive, using it for direct supervision of efficient staff compounds these difficulties. On the other hand, empowerment enables managerial talent to be focused more on external changes and less on internal problem-solving.
2. Empowerment may reveal sources of managerial talent, which were previously unrecognized, and creating circumstances in which such talent can flourish.
3. Staff is no longer prepared to accept the old command and control systems.
4. Much wider availability of education, greater emphasis on lifetime development and the end of the previous certainties of job security and steady advancement have contributed to simulation where jobs are valued for the development of opportunities that they offer, rather than in themselves (Hill and Hug, 2004, PP. 1025 – 1041).

▪ **Organizational Effectiveness:**

Organizational effectiveness can be considered as a quantitative and qualitative output and reflects the quality and output associated with a broad range of organizational goals (Kohan, 1998). Organizational effectiveness at all levels or organization is crucial that consequences results affect on objectivity and organizational performance gains (Powell and Yalcin, 2010).

Ducker believed that effectiveness is the key to organizational success (Alagheband, 2009), and also Robbins said that the organizational effectiveness is the main subject in organization theory and believes, that without the concept of organizational effectiveness is difficult in

organization theory. He believes that there is not general agreement about the meaning of effectiveness.

Goodman and Pennings expressed that organizational effectiveness is not main issue, only in the science space, but also organizational effectiveness is the main theory of organizations (Sydesfahani and Kazemi, 1997).

Effectiveness is a destination that all efforts towards achieving it. Ideas and writings in this field, which indicates the effectiveness is a multidimensional phenomenon that including achieving the objectives, maintain system, integrity and unity of the components, the ability to adapt and make changes that with one or two factors cannot be assessed and in this regard, managers are faced with many problems (Shirazi, 2006).

In today's competitive environment, the effectiveness of organizations is the important issue in management that it an ensure continuity of organizational life and survival.

Peter Druker said effectiveness is doing the right things (Soltani, 2006). Therefore, according to the definition of effectiveness is the degree or extent that the organization achieves its goals (Daft, 1995). The effectiveness or efficiency is defined the degree in which an organization gets to its mission (Khadivi and alijani-Farid, 2008). Effectiveness means doing the right things so that the focus and emphasis on achievements and this is achieved when the organization reach its goals (Sheriff et al, 2006). But despite the pivotal nature of effectiveness building in organizational theory, the concept developed or has not been defined

properly, and not developed and there is a little agreement about the criteria for the definition of organizational effectiveness (Ashraf, 2008).

- **Previous studies:**

- **Fayyad (2005) entitled: “Employees, Empowerment as managerial introduction and its effect n the competitiveness ability”.**

The study aimed to investigate employees’ empowerment effect at the Jordanian industrial organizations in Amman, and it’s aimed to observe the difference between companies’ empowerment and competitiveness ability.

The study concluded the following results:

- Teams are related to the common culture and employees learning in a positive relation.
- There is a positive relation between competitive ability and products quality.
- Results showed general weaknesses in employees’ empowerment by communication technology.

The study recommended the following

To increase attention for employees empowerment by using advanced communication technology, because of its role in increasing productivity. The study has a relation with the current study in terms of independent variables (empowerment).

- **AL-Rabadi (2008) entitled: “Employees’ empowerment and its effect on organizational performance in the public dependent organizations in Jordan.**

This study aimed to recognize employees' empowerment effect on the organizational performance in different employees' personal and functional characteristics.

The study showed the following results:

Public organizations (as study sample) characterized by a high level of employees' empowerment, and presence a statistical significance effect of employees' empowerment on the organizational performance, there is no statistical significance differences for the effect of employees empowerment on organizational performance, referee's to variables" gender, age, qualifications, ob title.

And presence statistical significance differences for the effect of employees empowerment on organizational performance referees to the variable (practical experience).

The study recommended the following:

To increase public organization's attention of employees empowerment, by activating its strategies to upgrade individual and organizational performance, and make more researches in different sectors such as private, industrial, financial (Banks).

Rabadi's research meets the current on one in studying empowerment and how its affected on performance, but the difference is the dependent variable, in the current study we're focusing on effectiveness and goals achievements instead of studying the performance side only.

- **AL-Ma’ani (2008) entitled: “The effect of employees’ empowerment on excellence achievement for Jordanian organizations, which participated in Abdullah the Second Excellency award”.**

This research aimed to recognize employees’ empowerment effect on excellence achievement for Jordanian organizations; it takes six requirements for structural empowerment:

1. Empowerment management.
2. Empowered culture.
3. Empowered operations.
4. Knowledge management interest.
5. Team working reliance.
6. Production technology availability.

On another hand, study takes psychological empowerment elements, and the importance of individual realizing for (his / her) valuable and meaningful position, and (his / her) feeling of efficiency, independency, and the ability of influence.

This study showed the following results:

There is a statistical significant effect between structural empowerment and psychological empowerment achievement, and the effect of these two elements on excellence achievements.

Recommendations:

This research recommended of the importance of structural empowerment requirement provision, that for its importance in empowerment achievement which leads for Excellency.

This research aimed to study the effect of employees' empowerment on Jordanian organizations excellence, while the current research clarified the role of empowerment on improving effectiveness.

- **Falaq & Nafila (2011) entitled: “The effect of managerial empowerment on employee’s creativity”.**

Case study: Orange-Jordan Telecom).

This research aimed to recognize the theoretical concepts which related to managerial empowerment and managerial creativity, and the level of managerial empowerment at Orange Company, on employees' creativity.

The study showed the following results:

The level of managerial empowerment application Orange telecom is average, and the formed dimensions of managerial empowerment which prevailing at the organization is:

1. Employees' motivation.
2. Effective communication.
3. Training.
4. Authorization.

And there is a statistical significance difference between managerial empowerment level, and employees' creativity level.

There are no statistical differences between managerial empowerment level and job title or experience years.

Recommendations: this research recommended increasing empowerment level at the organization for gaining higher level of creativity.

Falaq and Nafila research meets the current research in studying the role of empowerment on employees' creativity, which leads to improve organizational effectiveness.

- **Kassasbeh et al, (2009) entitled: “Empowerment culture effect on learner organizations”.**

This study aimed to recognize the affecting level of empowerment culture on learning organizations at Talal Abo Gazaleh Group-Jordan.

The study showed the following results:

There is an effect for the independent variable (empowerment culture) on the dependent variable (leader organizations).

The study recommended the following:

This study recommends to reliance empowerment processes and keeping on improving them to gain more long and short term achievements, for progress learning organizations at the market.

This research meets the current in studying the effect of empowerment to improve the level of learning organizations, which will give it the chance to improve organizational effectiveness.

- **Franz (2004) entitled: “A cross cultural study of employee empowerment and organizational justice”.**

This study aimed to analyze the relation between organizational empowerment and organizational justice, structural loyalty, and satisfaction on one hand, and turn over and work stress on another hand.

The study showed the following results:

There is a statistical significant relation between employee's empowerment and organizational justice, and another relation between employee's empowerment and satisfaction, loyalty, turn-over, the relation between empowerment and these elements would be different, depends on the organization culture and area.

This study meets the current one by trying to analyze the relation between employee's empowerment and organizational justice, loyalty, turn-over, and it helps the current one to study the variable (empowerment) deeply.

- **Saadi (2012) entitled: "A conceptual model for empowering bank's human resources: A case study of Tejarat Bank of Iran".**

This study aimed to clarify the effect of structural factors on employees' empowerment in the Bank's sector, and aimed to test the results in the majors engineering and administration, the researcher limits these elements for the structural factors: self-effectiveness, self-regulation, confidence, and prepared a questionnaire for each sample types (318) persons.

The study showed the following results: There is no relation between structural components, and employees' empowerment in banks of Iran,

and engineer's ability to be empower is more than the administrative people.

This study meets the current one on insuring the empowerment role to improve outputs quantity and quality.

- **The questionnaire:**

- **Gender:** Male, Female.
- **Age:** less than 30, 30 – 45, more than 45.
- **Academic level:** secondary school, bachelor degree, others.
- **Previous experiences:** less than 5 years, 5-10, more than 10 years.

- **Part (1): Empowerment:**

No.	Questions	Strongly agree	agree	Neutral	disagree	Strongly Disagree
1	I'm getting the required information to pursue my tasks anytime?					
2	Is the organization seeking to provide the employees with the required information to improve their self-commitment?					
3	Are the employees of the organization become more aware of their roles?					
4	The information of providing and contributing is unifying the vision and clarifying the objectives of the organization?					
5	The high level of the employee's communication skills helps to peruse their tasks easily?					

6	There are many vertical and horizontal communication channels contributed at effective communication process?					
7	I have a clear idea about strategies that achieves the organization objectives?					
8	The policies, programs, procedure are clear?					
9	I can contribute with my overtures and suggestions freely?					
10	The organization is usually assiduous to create guidance frameworks for the employee's behavior?					
11	The management usually held the periodical meetings in order to create interactive community?					
12	I realized my limits, and I have self-control on my behavior without the necessity for others control?					
13	I am fully committed with the tasks when I'm working within group?					
14	The priority is always for the group needs?					
15	The organization is using team-work method to solve problems?					
16	The management is always Care on giving the employees new skills as a part of our culture?					
17	Management considered employees mistakes as learning opportunity.					
18	The organization is usually assiduous to attract capable					

	candidates to join their staff.					
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▪ **Product quality :**

No.	Questions	Strongly agree	agree	Neutral	disagree	Strongly Disagree
19	The productivity is increasing continuously					
20	The machines and facilities productivity is continuously increased					
21	Usually there is suggestions from the workers to develop and improve the work					
22	The ratio of waste, damage, defects is decreasing continuously					
23	Continuously minimizing work breakdown					
24	Continuous decrease on working time required					

▪ **Return on Investment:**

No.	Questions	Strongly agree	agree	Neutral	disagree	Strongly disagree
25	Gross profit margin is increased continuously comparing with the competitors					
26	Profits by sales is increasing continuously					
27	Inventory turnover average decreasing, and sales ratio is stable					
28	cash can be earned on time unless offering extra payment					

	time					
29	The Organization is capable to commit short and long terms financial requirements					
30	The Organization used loans significantly for financial investment					
31	Shareholders number is increasing annually.					
32	Stock price ratio is increasing annually comparing to revenue.					

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33	share market value is increasing comparing to book value.					
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▪ **Market Share:**

No.	Questions	Strongly agree	agree	Neutral	disagree	Strongly disagree
34	the number of customers is increasing continuously.					
35	sales volume is increasing continuously.					
36	expose new markets.					

• **Statistical Analysis:**

First: research sample distribution:

▪ **Table Number (1):**

The distribution of the study sample based on Gender:

Gender	Ratio	Frequency
Male	82.5	33
Female	17.5	7
Total	100.0	40

Table above shows that the highest ratio of respondents amounted 82.5% males, comparing with females ratio which is 17.5%.

▪ **Table Number (2):**

The distribution of the study sample based on age:

Age	Ratio	Frequency
Less than 30	42.5	17
30 – 45	50.0	20
More than 45	2.5	1
No answer	5	2

Total	100.0	40
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The table above mentioned that the highest ratio was for whom aged 30 – 45 years by 50%, while the lowest one was for whom aged more than 45 years by 2.5%.

▪ **Table Number (3):**

The distribution of the study respondents based on academic level:

Academic Level	Ratio	Frequency
Secondary School	15.0	6
Bachelor Degree	67.5	27
Others	15.0	6
No answer	2.5	1
Total	100.0	40

The table above shows that the greatest number of the respondents was for Bachelor Degree by 67.5.

▪ **Table Number (4):**

The distribution of the study respondents based on years of experience:

Years of experience	Ratio	Frequency
Less than 5 years	35.0	14
5 – 10 years	25.0	10
More than 10 years	37.5	15
No answer	2.5	1
Total	100.0	40

The above table shows that the ratio of respondents with less than 5 years of experience is 35%, comparing with 25% for those who are experienced between 5 – 10 years, while the results of the respondents who are above 10 years of experience is 37.5%.

Second: Discussion of the study results:

▪ Table Number (5):

The mean and Standard deviation for every question at the questionnaire related to employees empowerment

#	Question	Rank	Standard deviation	Arithmetic mean
1	I'm getting the required information to pursue my tasks anytime?	8	.709	4.40
2	Is the organization seeking to provide the employees with the required information to improve their self-commitment?	11	.572	4.33
3	Are the employees of the organization become more aware of their roles?	10	1.001	4.35
4	The information of providing and contributing is unifying the vision and clarifying the objectives of the organization?	9	.838	4.38
5	The high level of the employee's communication skills helps to peruse their tasks easily?	17	1.176	4.05
6	There are many vertical and horizontal communication channels contributed at effective communication process?	15	.874	4.18
7	I have a clear idea about strategies that achieves the organization objectives?	14	.966	4.20
8	The policies, programs, procedure are clear?	16	1.051	4.15

9	I can contribute with my overtures and suggestions freely?	1	.549	4.58
10	The organization is usually assiduous to create guidance frameworks for the employee's behavior?	4	.815	4.45
11	The management usually held the periodical meetings in order to create interactive community?	4	.846	4.45
12	I realized my limits, and I have self-control on my behavior without the necessity for others control?	3	.716	4.53
13	I am fully committed with the tasks when I'm working within group?	1	.747	4.58
14	The priority is always for the group needs?	13	1.159	4.30
15	The organization is using team-work method to solve problems?	6	.636	4.43
16	The management is always Care on giving the employees new skills as a part of our culture?	6	.984	4.43
17	The organization is usually assiduous to attract capable candidates to join their staff.	11	.917	4.33
18	Management considered employees mistakes as learning opportunity.	18	1.197	3.95
	Total mean.		.656	4.10

The above mentioned table shows that the average of the questions measuring the employee's empowerment between (3.95- 4.58). All is indicating to high assent on those Phrases measures the variable employees' empowerment.

Also; the table indicates that the phrases (9 & 13) which state on: "I can contribute with my overtures and suggestions freely?" and "I am fully committed with the tasks when I'm working within group?" are the highest comparing with the average phrases answers; however, the phrase number (18) which states on: "Management considered employees mistakes as learning opportunity." has the lowest average between all phrases answers.

▪ **Table Number (6) :**

The mean and Standard Deviation for every question of the questionnaire related to Product quality:

No.	Question	Rank	Standard deviation	Arithmetic mean
19	The productivity is increasing continuously	1	.667	4.38
20	The machines and facilities productivity is continuously increased	2	.770	4.15
21	Usually there is suggestions from the workers to develop and improve the work	4	.904	4.05
22	The ratio of waste, damage, defects is decreasing continuously	6	.934	4.00
23	Continuously minimizing work breakdown	3	.911	4.13

24	Continuous decrease on working time required	7	.982	3.90
	Total mean		.571	3.71

The above mentioned table shows that the mean of those phrases are measuring Product quality variable is ranged between (3.90- 4.38). All indicates to a high assent on Phrases measure product quality variable, also phrase (19) states on “The productivity is increasing continuously” is the highest comparing with all phrases, however; phrase (24) states on “Continuous decrease on working time required” is the lowest comparing with all phrases.

▪ **Table Number (7) :**

The mean and Standard Deviation for every question of the questionnaire related to return on investment (ROI):

No	Question	Rank	Standard deviation	Arithmetic mean
25	Gross profit margin is increased continuously comparing with the competitors	2	.815	4.05
26	Profits by sales is increasing continuously	4	.670	3.75
27	Inventory turnover average decreasing, and sales ratio is stable	3	.834	3.85
28	cash can be earned on time unless offering extra payment time	5	.791	3.70
29	The Organization is capable to commit short and long terms financial requirements	1	.931	4.18

30	The Organization used loans significantly for financial investment	9	1.309	3.33
31	Shareholders number is increasing annually	8	.846	3.45
32	Stock price ratio is increasing annually comparing to revenue.	7	.933	3.53
33	share market value is increasing comparing to book value	6	1.011	3.55
	Total mean		.572	4.36

The above mentioned table shows that the average for phrases measuring return on investment variable ranged between (3.33 – 4.18). Also, all are indicating to a high or medium compliant for phrases measuring (ROI) variable, as per table indicates by phrase (29). States on: “The Organization is capable to commit short and long terms financial requirements” achieved the highest average, whether, phrase (30) states on: “The Organization used loans significantly for financial investment” achieved the less average comparing with others.

▪ **Table Number (8) :**

The mean and Standard Deviation for every question of the questionnaire related to market share:

No.	Question	Rank	Standard deviation	Arithmetic mean
34	The number of customers is increasing continuously	2	.580	4.35
35	Sales volume is increasing continuously.	1	.783	4.45
36	Expose new markets.	200	.834	4.35

			538.	4.33
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The above mentioned table shows the average of the phrases measure market share between (4.45-4.35), however; phrase (35) states on: “sales volume is increasing continuously” achieved the highest average. Whether phrases (34&36) states on: “The number of customers is increasing continuously” and “expose new markets” achieved the lowest average.

- **Testing the hypotheses:**

- **Main hypothesis:**

- **HO:** There is no statistical significant role on the level of significance (0.05) between empowerment (learning, training, rehabilitation, and authorization) and performance of Coca-Cola Company.

- **Table Number (9) :**

The result of null hypothesis	Sig. (alpha α)	Tabulated (F)	Calculated (F)
Rejection	0.000	2.0227	5.022

The researcher used regression test, as per the table shows that the value of calculated (**F**) is bigger than tabulated value.

(**α**) Value is less than (0.05), therefore the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is a role for empowerment on: product quality, ROI, and market share.

- **Sub-hypothesis (1):**

- **HO:** There is no statistical significant on of empowerment strategy on the product quality at the industrial organization.

- **Table Number (10) :**

Testing sub-hypotheses (1) results:

The result of null hypothesis	Sig. alpha (α)	Tabulated T	Calculated T
Rejection	0.000	2.0227	5.360

The above table shows that the calculated value is bigger than tabulated. (α) Value less than (0.05) which means to rejecting null hypothesis and accepting the alternative.

- **Sub-hypothesis (2):**

- **HO:** There is no statistical significant role of empowerment strategy on ROI ratio at the industrial organization.

- **Table Number (11):**

Testing sub-hypotheses (2) results:

Null hypothesis results	Sig. (α)	Tabulated T	Calculated T
Accepted	0.078	2.0227	1.814

The table above shows that the calculated (T) less than tabulated, also the value of (α) more than (0.05) which means accepting null hypothesis; there is no statistical significant role of empowerment strategy on ROI ratio at the industrial organizations.

- **Sub-hypothesis (3):**
 - **HO:** There is no statistical significant role of empowerment strategy on market-share growth in the industrial organization.
- **Table Number (12):**

Testing sub-hypotheses (3) results:

Null hypothesis results	Sig. (α)	Tabulated T	Calculated T
Rejected	0.000	2.0227	10.008

The table above shows that the calculated (**T**) is bigger than tabulated, also alpha value is less than (0.05), which means reject null hypothesis and accept the alternative: There is a statistical significant role for empowerment strategy on market-share growth in the industrial organizations.

- **Results and recommendations:**

- **Results:**

Depends on analysis the researcher reached to the following results:

- There is a high role of empowerment to improve Coca-Cola employees.
- There is a role of empowerment to improve Coca-Cola products quality.
- There is no role for empowerment to improve Coca-Cola return to investment (ROI).
- There is a role of empowerment to improve Coca-Cola market share. These results are almost consistent with the results of the previous studies, in terms of that empowerment depends on the leadership convince that the human resource is a valuable asset who can participate in decision-making and other functions.

- **Recommendations:**

Based on the above results the researcher recommended the following:

1. Despite of disadvantaged of empowerment, its benefit is significantly higher, though the organizations should use empowerment to improve the performance.
2. The different management levels on the organization should use empowerment to enhance their performance and improve product quality and increase the market share.
3. Re-evaluate the empowerment role to improve the return on investment.
4. Conducting expanded study from time to time to assign the benefits and disadvantages of empowerment to enhance the first and avoid the second.

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