

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Impact of Employee Empowerment on Sustainable Competitive Advantage in Telecommunication Industry in Rwanda Case Study: Tigo Rwanda

Jimmy Mwesigye

Roaming & International Manager, Tigo, Rwanda

Dr. Kule Julius Warren

Senior Lecturer & HOD, Department of Strategic Management,
Jomo Kenyatta University of Agriculture and Technology, Kigali, Rwanda

Dr. Jaya Shukla

Senior Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kigali, Rwanda

Abstract:

Employees empowerment is recognized as a key factor for building trustful-relationships in the organizations, which in turn lead to innovation and higher level of sustainable competitive advantage. The general objective of this study was to assess the contribution of empowering employees on sustainable competitive advantages in telecommunication industry in Rwanda. Specific objectives were to analyze the contribution of employee promotion to sustainable competitive advantage of telecommunication companies in Rwanda; to examine how capacity building influences sustainable competitive advantage of telecommunication companies in Rwanda; to ascertain the effect of accountability to the sustainable competitive advantage of telecommunication companies in Rwanda and to analyze the relationship between employee empowerment and sustainable competitive advantage in Rwanda. The study is both descriptive and analytical research design with the intention of ensuring that issues related to empowering employees and competitive advantages can be identified. The total targeted population under study was 224 Tigo employees. The researcher used Slovin's Formula and arrived at a sample size of 69 people. Data was collected from both primary and secondary sources. Tables and figures were used to present data, descriptive statistics were on percentages and frequencies of the views collected from respondents. In relation to the first research objective, employee promotion as a factor to the sustainable competitive advantage of telecommunication industry, according to the results obtained χ^2 equals to 23.826 and .048 is less than .05, validates that employee promotion has positive influence on sustainable competitive advantage of telecommunication industry. In relation to the second research objective, the result indicated that χ^2 equals to 54.652 and .000 is less than .05, signifying that capacity building has also positive influence to the sustainable competitive advantage of telecommunication industry. The study recommends that TIGO maintains employee promotion and capacity building as this motivates employees and empowers them to take up full responsibility and grow the company in achievement of organizational goals and strategic objectives which in the long run contributes to its competitiveness.

Keywords: Employee empowerment, sustainable competitive advantage, telecommunication

1. Introduction

In view of rapidly changing business environment all-over the world, companies must devote greater effort to enhance their capabilities and it must not be forgotten that the success and competing power of the organization depend on committed, highly motivated, satisfied and innovative human resources. While discussion of employee empowerment has been prevalent in the popular literature for many years, however, this concept needs to be an ongoing study by researchers due to rapidly changing business environment (Behzad et al., 2012)

In Iran, empowering employees do not only work within the scope of their work and effort, but with commitment try towards organizational goal. The importance of human resources, one of the most effective techniques to increase employee productivity, optimal use of capacities, capabilities of individual group in line with organizational objectives is empowerment and competitive advantages in the industry (Hosseini & Ameri, 2007).

Employee empowerment in Turkey was frequently used by business academicians and employees on business activities. It referred to employees being more proactive and self-sufficient in assisting an organization to achieve its goals (Kemal & Ali, 2010).

However, empowerment in Indonesian company means understanding the needs and capabilities of the employees as well as trust and to help maximize the achievement of organizational goals and improve competitive in the industry. Employees who are not

empowered should affect to their low self-esteem. Powerlessness of the employees is found in the context of an authoritarian leadership style. On the other hand, the organization does not provide rewards that are considered appropriate by the employee (Endang, Kusdi & Djamhur 2013)

In Nigeria, employee empowerment was a very important issue to Nigerian telecommunication companies. This is because the customers and employees were engaged simultaneously in the production of service. The inability of the management to control the service encounter makes the employees responsible for the quality of service delivered to the customers. In Nigeria the increase in competition in organizations necessitated the need to put in place several strategies to improve productivity and one such strategy was employee empowerment (Alabar, Hadiza & Saidu, 2013)

Employee empowerment in Kenya telecommunication industry is used as a strategy and philosophy that enables employees to make decisions about their jobs, own their work and take responsibility for their results as well as serve customers at the level of the organization where the customer interface exists. The concept of employee participation and empowerment in *NCC (Nairobi City Council)* has been a topic for research and of interest to employers for many years. This concept has taken many different forms, evolving from employee involvement and participative decision-making concepts to the contemporary empowerment perspective (Stephen, & Tsala, 2012)

Empowerment in business means a management practice of sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and sustainable competitive advantage. Empowerment is based on the idea that giving employees skills, resources, authority, opportunity, motivation, as well as holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction (Baker, Fitzpatrick, & Griffin, 2011)

Tigo Rwanda is part of a global telecommunications company- Millicom with a presence in Africa and Latin America. Launched in 2009, they are the second largest telecommunications company in Rwanda, offering GSM, 2G, 3G and 4G as well as mobile financial services under the Tigo brand. In addition, they offer Wimax and VPN services, Millicom Cellular (2015). The Company has emphasized the need for employee empowerment through offering trainings, job promotion based on performance and even a well laid succession plan.

2. Statement of the Problem

In particular, employee's empowerment is recognized as a key for building trustful-relationships in the organizations, which in turn lead to innovation and higher level of sustainable competitive advantage (Chaher, 2014). The main problem that the telecommunication industry in Rwanda is facing is the recruitment of big and non-empowered number of workers as cited in the RURA report 2013. Employee turnover is at high levels and the human resource management function is always busy recruitment and training, organizations with high turnover are at a competitive disadvantage. It's therefore worthy to note that employee empowerment is a very critical ingredient towards long term company sustainable strategic competitive advantage. This study therefore is to establish how employee empowerment contributes to sustainable competitive advantage within the telecommunication industry.

Ministry of civil services and labor in 2012 indicated that the number of formal sector reporting inadequate skills as a major constraint, where lack of skills is a particular issue for large firms with more than 100 employees, 45% of which reported an inadequately educated workforce as a constraint in 2011. The 2009 National Skills Audit reported an average 61.5% skills deficit and severe skills gaps in Rwanda.

3. Objectives of the Study

3.1. General Objective

The general objective of this study was to analyze the correlation between employee empowerment and sustainable competitive advantages in telecommunication industry in Rwanda.

3.2. Specific Objectives

- i. To analyze the contribution of employee promotion to the sustainable competitive advantage of telecommunication companies in Rwanda;
- ii. To examine how capacity building influences, the sustainable competitive advantage of telecommunication companies in Rwanda;
- iii. To measure the effect of accountability to the sustainable competitive advantage of telecommunication companies in Rwanda;

4. Research Methodology

4.1. Research Design

The study adopted both descriptive and analytical research design with the intention of ensuring that issues related to the empowering employees and competitive advantages were described and analyzed. Descriptive research design was used to ensure that the characteristics of variables in a situation are described, and analytical based on the results were considered.

4.2. Target Population

A population is a group of people, things or items that share the same characteristics or profile that are relevant to the study. According to the research objectives, the targeted population of this research was classified in relation to the departments of TIGO Rwanda. The total targeted population under study was 224 employees as indicated in Table 1.

4.3. Sample Design

Sampling design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. The sample design is determined before data is collected. This research did not consider a whole target population.

4.3.1. Sample Size Determination

As the sample size is calculated if the researcher has some constraints like financial or time constraints and when the population is large. Hence, the researcher used Slovin's Formula and gets a sample size of 69 people. The researcher chose an error of 10%, because he needs to use small sample size (69) due to the time and financial constraints.

$$\frac{N}{1 + Ne^2} = \frac{224}{1 + 224 * 0.1^2} = 69$$

4.3.2. Sampling Techniques

When limited resources such as time and costs dictate that complete census is not possible, sampling is an alternative. Therefore, in this research, the study had constraints concerning cost and time, as well as the population under study was 224 people. Hence, this research used systematic sampling method as indicated in Table 1.

Department	Target Population	Percentage	Sample Size
CEO Office	8	3.57	2
Human Resources	11	4.91	3
Mobile financial services	10	4.46	3
Finance	30	13.39	9
Service delivery	21	9.38	6
Technical	27	12.05	8
B2B & COPs	26	11.61	8
Supply chain	10	4.46	3
Marketing	13	5.80	4
Commercial	13	5.80	4
Sales and distribution	55	24.55	17
Total	224	100	69

Table 1: Target Population and Sample Design

Source: TIGO Rwanda (2015)

From Table 1, the researcher used percentage proportionality rule, where the researcher got the proportionality of each group or strata according to the number of people in the group.

4.4. Data Collection Methods

Data was collected from primary. Primary sources were from employees of TIGO Rwanda main branch.

4.4.1. Data Collection Instruments

This research used questionnaire, as data collection instruments. The questionnaire was both opened and closed questions, where five point of Likert Scale were applied in this study.

4.4.2. Validity and Reliability

Validity refers to the degree to which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure. Reliability is the extent to which an experiment, test, or any measuring procedure yields the same result on repeated trials. While reliability is concerned with the accuracy of the actual measuring instrument or procedure, validity is concerned with the study's success at measuring what the researchers set out to measure in order to test the validity of the questionnaire that was used in the study; the researcher pre-tested them to five expert respondents. The data from pilot research was tested using Cronbach's Alpha (Coefficient) and found Cronbach's Alpha = 86.3%. These respondents as well as their answers were not part of the actual study process and were used for testing purposes. The validity of research instruments was tested through Spearman-Brown prediction

formula, where Predicted validity, $\rho_{xx'}^*$, is estimated as:

$$\rho_{xx'}^* = \frac{N\rho_{xx'}}{1 + (N - 1)\rho_{xx'}}$$

$$= \frac{1 * 0.863}{1 + (1 - 1)0.863} = 0.863 = 86.3\%$$

Where N is the number of tests combined and $\rho_{xx'}$ is the validity of the current "test". The formula predicts the validity of a new test composed by replicating the current test N times.

4.5. Data Analysis Procedures

The data analyzed according to research questions and research objectives. Tables and figure were used to present data, data analysis was based on the percentages, mean standard deviation and frequencies of the views collected from respondents. The data was processed using Statistical Packaging for Social Sciences (SPSS), where chi-square and correctional statistics being used to test relationship between variables.

5. Research Findings and Discussions

This section focuses on the information concerning research objectives such as how capacity building influence the sustainable competitive advantage of telecommunication companies in Rwanda; the contribution of employee promotion to the sustainable competitive advantage of telecommunication companies in Rwanda; the effect of accountability to the sustainable competitive advantage of telecommunication companies in Rwanda and the relationship between to employees empowerment and industry sustainable competitive advantage in Rwanda.

5.1. The Contribution of Employee Promotion to the Sustainable Competitive Advantage of Telecommunication Companies

This subsection focuses on the contribution of employee promotion to the sustainable competitive advantage of telecommunication companies. The study analyzed the following elements; accurate self-assessment, self-confidence, self-control, trustworthiness, conscientiousness, motivation, innovation, achievement drive, commitment, initiative, optimism, service orientation, communication, conflict management and teamwork.

Benefits	Frequency	Percent
Less Expensive to Promote Employees	2	2.9
Proven Loyalty to the Organization	7	10.1
Seamless Transition to New Duties	6	8.7
Synergistic Fit for Team Culture	4	5.8
Employee's retention	6	8.7
Better quality of performance	5	7.2
All of the above	39	56.5
Total	69	100.0

Table 2: The benefits of employee promotion within an organization

Table 2 indicates the benefits of employee promotion in the organization, the study revealed that out of 69 respondents, 2.9% chose less expensive to promote employees, 10.1% chose proven loyalty to the organization, 8.7% chose seamless transition to new duties, 5.8% chose synergistic fit for team culture, 8.7% chose employee's retention, 7.2% chose better quality of performance, and 56.5% chose all of the above.

The findings indicate that, employee promotion can be a tough choice, particularly when organizations have highly skilled and dedicated employees competing for a job position in the organization versus the undiscovered talent that is out there in need of a chance on the job market. Succession planning is the practice of educating, mentoring, and promoting current employees so that they can increase productivity and growth for a business. Therefore, in many cases, this method can be far more efficient than hiring new staff.

This part focuses on the Contribution of Employee promotion on the sustainable competitive advantage of telecommunication industry using Test Statistics: χ^2 (Chi-square test)

	Employee promotion
Chi-Square	23.826 ^a
Df	14
Asymp. Sig.	.048

Table 3: Test Statistics on the Contribution of Employee promotion on the Sustainable Competitive Advantage of Telecommunication Industry

Tabulated value of χ^2 under four degree of freedom and 95% confidence level was 6.57. According to the result obtained χ^2 equals to 23.826 and .048 is less than .05, hence employee promotion has positive influence to the sustainable competitive advantage of telecommunication industry.

Statement	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Total	Mean	Mode	Standard Deviation
Accurate Self-assessment	-	59	-	10	-	69	2.2899	2	0.70921
Self-confidence	38	31	-	-	-	69	1.4493	1	0.50106
Self-control	50	19	-	-	-	69	1.2754	1	0.44997
Trustworthiness	5	64	-	-	-	69	1.9275	2	0.26115
Conscientiousness	20	49	-	-	-	69	1.7101	2	0.45702
Motivation	36	33	-	-	-	69	1.4783	1	0.50319
Innovation	61	8	-	-	-	69	2.2319	2	0.645

Table 4: The impact of employee promotion towards sustainable competitive advantage

Source: Primary Data, 2015

Table 4 indicates perceptions of respondents on accurate self-assessment, out of 69 respondents 59 respondents selected agree while 10 selected disagree. This implies that, once employees enter the workforce it is imperative that they are able to critically evaluate their own contribution. Employees must first have the skills to identify and understand the professional or industry standards expected of them. They then must be able to critically reflect on their own objectives to determine if they are meeting them. The study also analyzed self- confidence, and found that out of 69 respondents 38 respondents strongly agreed while 31 respondents agreed. It is important to appreciate that one of the most important benefits of being self-confident is that it naturally enables employees to be courageous enough to own and take up responsibility. The study also shows perceptions of respondents on self- control, out of 69 respondents 50 respondents strongly agreed while 19 respondents agreed. This implies that self-control is one of the most important and useful skills everyone should possess and is a sign of inner strength and control of employee. This contribute to the sustainable competitive advantages of the company

Moreover, the study analyzed trustworthiness, and found that out of 69 respondents, 5 respondents strongly agreed while 64 respondents agreed. There's no real upside to being considered an untrustworthy employee. This implies that, at the simplest level, building trust on the job influence sustainable competitive advantages in the industry. Figure 4.1 continues by presenting the views of respondents on conscientiousness, out of 69 respondents 20strongly agreed while 49 respondents agreed. This shows that conscientiousness concerns the way in which we control, regulate, and direct the impulses. In relation to motivation, out of 69 respondents 36 respondents strongly agreed while 33 respondents agreed. Hence, motivation of employees is one of the most techniques used by many companies for the improvement of sustainable competitive advantage because it contributes to high customer satisfaction levels once employees have high motivation for the work they are delivering which leads to the sustainable competitive advantage. In relation to achievement drive, out of 69 respondents 44 respondents strongly agreed while 25 respondents agreed. Hence, achievement drive implies the level of desire, effort and commitment given to company's goals and employees worked based on it

Furthermore, Table 6 presents perceptions of respondents on commitment, where out of 69 respondents 59 respondents strongly agreed and 10 respondents agreed. Many would agree that employees are the most valuable assets in an organization. This implies that, employees are the ones who can decide to simply keep the pace versus choosing to be motivated. The study also shows perceptions of respondents on initiative, out of 69 respondents 12 respondents strongly agreed while 57 respondents agreed. Therefore, if workplace culture doesn't encourage employees to be proactive, they likely should not have the courage to take the initiative. Employees are expected to take initiative and lead regardless of whether they are in a formal position of authority. According to service orientation, out of 69 respondents 10 respondents strongly agreed while 59 respondents agreed. Hence, organizational service orientation affects service sustainable competitive advantage. Its influence on service quality and clients' loyalty is substantial; therefore, organizational service orientation concept appears as a predictor of sustainable competitive advantage in the industry.

The study also analyzed the perceptions of respondents on communication, where out of 69 respondents 18 respondents strongly agreed and 51 respondents agreed. This implies that communication between employees is a process that helps people mange, create and sustain organizational operations. Hence, business leaders must create communication plans and information channels to ensure that employees are kept informed and in contact with each other in order to sustain competitive advantage in the industry. Finally, Figure 4.1 presents views of respondents on teamwork, out of 69 respondents 55 respondents strongly agreed while 14 respondents disagreed. Therefore, teamwork allows employees to take greater responsibility for decision making and also allows team members to control more of the work process. This can lead to improved morale as employees gain more authority and employee promotion. Hence, teamwork can help companies to be more flexible. By bringing employees from different parts of a project together into one team, problems or bottlenecks can sometimes be ironed out more easily.

5.2. The Impact of Capacity Building on the Sustainable Competitive Advantage

This subsection focuses on the second research objective, the influence of capacity building on the sustainable competitive advantage of telecommunication companies in Rwanda, this was analyzed by the study to include competency of practical creativity, competency of objective analytical power, and competency related to market orientation, competency to lead others, competency to develop others, competency to influence others, competency of entrepreneurial nature, competency of being self-confident, competency of learning from experience and competency of team commitment and adaptability.

Statement	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Total	Mean	Mode	Standard Deviation
Practical Creativity	-	60	-	9	-	69	2.2609	2	0.6785
Objective Analytical Power	7	62	-	-	-	69	1.8986	2	0.30413
Market Orientation	-	55	7	7	-	69	2.3043	2	0.64863
Lead Others	-	50	-	19	-	69	2.5507	2	0.89994
Develop Others	7	62	-	-	-	69	1.8986	2	0.30413
Influence others	-	58	-	11	-	69	2.3188	2	0.7375
Entrepreneurial Nature	-	39	-	30	-	69	2.8696	2	0.99872
Self-confident	21	48	-	-	-	69	1.6957	2	0.4635
Learning from experience	42	27	-	-	-	69	1.3913	1	0.49162
Team Commitment	5	64	-	-	-	69	1.9275	2	0.26115
Adaptability	-	61	-	8	-	69	2.2319	2	0.645

Table 5: The impact of capacity building on the sustainable competitive advantage

Source: Primary Data, 2015

Table 5 indicates perceptions of respondents on competency of practical creativity, out of 69 respondents 60 respondents strongly agreed while 9 respondents disagreed. The study revealed that at TIGO Rwanda, leaders are expected to think creatively and come up with innovative solutions to work-based problems. This is because diverse group members collectively possess knowledge and a variety of perspectives not found in just one person. However, creativity leads to better teamwork and team bonding; increased workplace engagement and interaction; improved ability to attract and retain quality employees; increased staff morale, fun and happiness; and increased workplace problem solving and productivity at TIGO Rwanda. This also shows perceptions of respondents on competency of objective analytical power, out of 69 respondents 7 respondents strongly agreed while 62 respondents agreed. This implies that analytical thinking and problem solving are skills are important.

Table 5 indicates perceptions of respondents on competency related to market orientation, out of 69 respondents 55 respondents chose agree, 7 respondents undecided while 7 respondents chose disagree. However, when companies have a good understanding of what the market needs or wants, they have better ability to market effectively and achieve a competitive advantage in the industry. It indicates perceptions of respondents on competency to lead others, out of 69 respondents 7 respondents selected agree while 62 respondents selected disagree. This implies that leadership competencies are leadership skills and behaviors that contribute to superior sustainable competitive advantage. Hence, by using a competency-based approach to leadership, organizations can better identify and develop their next generation of leaders.

Furthermore, Table 5 shows perceptions of respondents on competency to develop other, out of 69 respondents 7 respondents selected strongly agree while 62 respondents selected agree. This implies that competency-based assessments are not trend, but an overall good practice to adopt. Hence, employee competency assessments have been around long enough to have withstood the test of time and have proven to be a very useful tool for the professional's toolbox and could lead to competitive advantage in the industry. It also shows perceptions of respondents on competency to influence others, out of 69 respondents 58 respondents chose agree while 11 respondents chose disagree. Therefore, mastering effective influencing skills, with influential groups of people and improved self-esteem gained through self-expression. Persuasion methods help with employee, customer and community relations. Hence, effective argumentation can lead to promotions, raises and positions that offer power and influence sustainable competitive advantage in the industry. Table 5 indicates perceptions of respondents on competency of entrepreneurial nature, out of 69 respondents 7 respondents selected strongly agree while 62 respondents selected agree. This implies that, the relevance of entrepreneurship to development has been highlighted by other researchers and it is now well-recognized that training opportunities play a key role in cultivating future entrepreneurs and in developing the abilities of existing entrepreneurs to grow their business to greater levels of success and sustainable competitive advantage.

Finally, Table 5 shows perceptions of respondents on competency of being self-confident, out of 69 respondents 21 respondents ticked strongly agree while 48 respondents ticked agree. This implies that lack of confidence can impede employees from achieving their objectives or working exceptionally. It also presents perceptions of respondents on competency of learning from experience, out of 69 respondents 42 respondents selected strongly agree while 27 respondents selected agree. Therefore, work experience provides many benefits, giving employees skills and experience that allows them to stand out to potential employers as well as helping to choose the right process to achieve sustainable competitive advantage. In relation to competency of team commitment, out of 69 respondents 5 respondents chose strongly agree while 64 respondents chose agree. In brief, a team of people can achieve far more than the sum of the total of the individual's skills alone because they can generate a wider range of ideas and innovation than individuals; to motivate themselves and this lead to the empowered employees in the industry. It also indicates perceptions of respondents on adaptability, out of 69 respondents 61 respondents selected agree while 8 respondents selected disagree. This implies that the ability of employers to

look differently at sources of talent requires willing individuals who are prepared to embrace change and apply their skills somewhere new and influence the sustainability competitive advantage in the industry.

This part focuses on the influence of capacity building on the sustainable competitive advantage of telecommunication industry using Test Statistics: χ^2 (Chi-square test)

	Capacity Building
Chi-Square	54.652 ^a
Df	11
Asymp. Sig.	.000

Table 6: Test Statistics on the impact of capacity building on sustainable competitive advantage

Tabulated value of χ^2 under four degree of freedom and 95% confidence level is 4.57. According to the result obtained χ^2 equals to 54.652 and .000 is less than .05, hence capacity building has a role to play to the sustainable competitive advantage of telecommunication industry.

5.3. The Effect of Accountability to the Sustainable Competitive Advantage of Telecommunication Companies

This subsection also analyzed the effect of accountability to the sustainable competitive advantage of telecommunication companies. The study focuses on the following effects; accountability accelerates employee sustainable competitive advantage, accountability helps to measure success and progress, accountability keeps employee to engage even in difficult conditions, accountability keeps employee responsible and accountability validate thoughts and ideas. The study used regression analysis to establish the effect of accountability to the sustainable competitive advantage of telecommunication companies.

		Frequency	Percent
	Strongly agree	50	72.5
	Agree	19	27.5
	Total	69	100.0

Table 7: The impact of accountability by employees being responsible

Source: Primary Data, 2015

Table 7 shows perceptions of respondents on accountability and employee's sustainable competitive advantage, out of 69 respondents 50 respondents ticked strongly agree while 19 respondents ticked agree. This implies that if accountability is not working in an organization, then every effort toward sustainable competitive advantage improvement should be inefficient and ineffective.

		Frequency	Percent
	Strongly agree	9	13.0
	Agree	60	87.0
	Total	69	100.0

Table 8: The measurement of success and progress through employees being accountable

Source: Primary Data, 2015

Table 8 presents perceptions of respondents if accountability helps to measure success and progress, out of 69 respondents 9 respondents selected strongly agree while 60 respondents selected agree. This implies that, evaluations of success provide a basis for establishing a system to hold program personnel accountable for the implementation and effectiveness of the organization. This implies that, establishing an accountability system involves indicating sustainable competitive advantage goals and measures.

		Frequency	Percent
	Strongly agree	17	27.5
	Agree	52	72.5
	Total	69	100.0

Table 9: Accountability affects employee engagement in the abnormal conditions

Source: Primary Data, 2015

Table 9 indicates perceptions of respondents on accountability and employee engagement in the abnormal conditions, out of 69 respondents 17 respondents selected strongly agree while 52 respondents selected agree. The majority of respondents confirmed that accountability keeps employee to engage even in the abnormal conditions, this improve the level of commitment and contributes to sustainable competitive advantage in the industry.

		Frequency	Percent
	Strongly agree	18	26.1
	Agree	51	73.9
	Total	69	100.0

Table 10: The influence of accountability on employee participation in decision making
Source: Primary Data, 2015

Table 10 presents perceptions of respondents on accountability influences employees to participate in decision making, out of 69 respondents 18 respondents chose strongly agree while 51 respondents selected agree. Therefore, the company objective is to perform the functions efficiently and effectively, these improvements are the main factor of the sustainable competitive advantage in the telecommunication industry.

		Accountability keeps employees being responsible	The measurement of success and progress through employees being accountable	Accountability keeps employee engagement in the abnormal conditions	Accountability influences employee participation in decision making
N	Valid	69	69	69	69
	Missing	0	0	0	0
	Mean	1.2754	1.8696	1.7536	1.7391
	Mode	1.00	2.00	2.00	2.00
	Std. Deviation	.44997	.33925	.43406	.44233

Table 11: Summary of Statistics
Source: Primary Data, 2015

Table 11 indicates summary of statistics using mean, standard deviation and mode related to accountability keeps employees being responsible, the measurement of success and progress through employees being accountable, accountability keeps employee engagement in the abnormal conditions, accountability influences employee participation in decision making. Referring to the information from Table 11 showing the answers of our respondents on how they are appreciating the effect of accountability to the sustainable competitive advantage of telecommunication companies.

The effect of accountability towards organizational sustainable competitive advantage

This subsection focuses on the effect of accountability to the sustainable competitive advantage of telecommunication companies. The study used regression analysis and establishes relationship between variables.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.908	.580		-8.459	.000
	Accountability	.552	.034	.893	16.208	.000
a. Dependent Variable: Sustainable competitive advantages						

Table 12

Based on the above computation in regards to the effect of accountability to the sustainable competitive advantage of telecommunication companies, the study used SPSS and arrived at regression analysis equation = $-4.908 + 0.552 \times \text{Accountability}$, this implies that slope equals to -0.552, and this means if accountability dropped by one per cent, then sustainability also drops by -0.552. This confirms that accountable employees help to sustain competitive advantage as a whole and maintain a positive company culture, vision, ethics and the reverse is true. Accountability is an important feature of any workplace. When employees are able to take responsibility for their work, they feel empowered by their decision-making and engaged within their organization. Similarly, when supportive employers and team leaders are able to hold their teams accountable for what they do, the result is often a committed team that an organization can rely on in terms of industry competitiveness.

		Employee empowerment	Sustainable competitive advantages
Employee empowerment	Pearson Correlation	1	.872**
	Sig. (2-tailed)		.000
	N	69	69
Sustainable competitive advantages	Pearson Correlation	.872**	1
	Sig. (2-tailed)	.000	
	N	69	69

** . Correlation is significant at the 0.01 level (2-tailed).

Table 13: The correlation between employee empowerment and sustainable competitive advantage.

Findings in Table 13 indicate relationship between employee empowerment and sustainable competitive advantages. The researcher used SPSS and found that the Pearson correlation coefficient (r) equals to .872, this implies that correlation coefficient $r = .872$ as well as P - value equals to 0.00, correlation is significant at the 0.01 level and r is positive, this is confirmed that there is a significant and positive relationship between employee empowerment and sustainable competitive advantages in telecommunication industry. Other studies have been carried out on employee empowerment and sustainable competitive advantages and found that employees with strong organizational commitment are emotionally attached to the organization and have strong desire to contribute significantly towards organizational success. The study findings support the relationships of employee empowerment and their effect on industry employee's sustainable competitive advantage.

6. Conclusion and Key Findings

This section focuses on the summary of findings in relation to the research findings, such as how capacity building influence the sustainable competitive advantage of telecommunication companies in Rwanda; the contribution of employee promotion to the sustainable competitive advantage of telecommunication companies in Rwanda; the effect of accountability to the sustainable competitive advantage of telecommunication companies in Rwanda and the relationship between to employees empowerment and industry sustainable competitive advantage in Rwanda.

7.1 The contribution of employee promotion to the sustainable competitive advantage

According to the first research objective, the contribution of employee promotion to the sustainable competitive advantage of telecommunication companies in Rwanda. The study analyzed the following elements; accurate self-assessment, self-confidence, self-control, trustworthiness, conscientiousness, motivation, innovation, achievement drive, commitment, initiative, optimism, service orientation, communication, conflict management and teamwork. From the above elements, the study revealed that tabulated value of χ^2 under four degree of freedom and 95% confidence level was 6.57. According to the result obtained χ^2 equals to 23.826 and .048 is less than .05, hence the study revealed that employee promotion enables companies achieve sustainable competitive advantage.

7.2 The impact of capacity building on the sustainable competitive advantage

According to the second research objective, the influence of capacity building on the sustainable competitive advantage of telecommunication companies in Rwanda. The main elements analyzed by the study included competency of practical creativity, competency of objective analytical power, and competency related to market orientation, competency to lead others, competency to develop others, competency to influence others, competency of entrepreneurial nature, competency of being self-confident, competency of learning from experience and competency of team commitment and adaptability. From the above, the study revealed that tabulated value of χ^2 under four degree of freedom and 95% confidence level was 4.57. According to the result obtained χ^2 equals to 54.652 and .000 is less than .05, hence, the study confirmed that capacity building has a positive impact to the sustainable competitive advantage of telecommunication industry.

7.3 The effect of accountability to the sustainable competitive advantage

According to the effect of accountability to the sustainable competitive advantage of telecommunication companies in Rwanda, accountability keeps employee engaged even in difficult conditions, accountability keeps employee responsible and ready to perform their jobs with less supervision. The study found that the regression analysis equation is sustainable competitive advantage = $4.908 + 0.552 \times \text{Accountability}$, this implies that slope equals to -0.552, and this means if accountability increased by one per cent, the sustainability also increased by 0.552. The researcher used SPSS and found that the Pearson correlation coefficient (r) equals to .872, this implies that correlation coefficient $r = .872$ as well as P - value equals to 0.00, correlation is significant at the 0.01 level and r is positive, this is confirming that there is a significant and positive relationship between employee empowerment and sustainable competitive advantages in telecommunication industry.

6.1. Conclusions

According to the first research question, this research concludes that employee promotion is key for sustainable competitive advantage in organizations like TIGO. Empowering employees contributes to self-confidence, loyalty to the organization and very important towards employee retention. This in the long run contributes to productivity as the company spends less on recruitment process as most of its employees feel happy about their job and future of the company. According to the second research question, this research concludes that capacity building forms a crucial role as regards to employee empowerment. Many employees feel the need to pursue different careers, they have big dreams to archive however they still desire skills to turn these dreams into reality. Tigo Rwanda has been able to provide training to its employees so that they can perform at optimum levels, this therefore has contributed to improved work performance. Accountability as the third research question demonstrates a positive correlation (relationship) between employee empowerment and sustainable competitive advantage in telecommunication industry in Rwanda. Many of Tigo Rwanda employees agree and find it appropriate to take ownership of what their jobs demand. This means that quick decisions are made to enhance customer experience and also close company deals without delay to the benefit of the organization. Both subordinates and supervisors should have a clear idea of how their institutions should be handled and delivered. A clear expectation level and the understanding that all employees are accountable for their performance boosts employee morale and productivity in the workplace. However, because different individuals in large organizations contribute in various ways to a company's decisions and policies, it is often difficult to identify who should be accountable for the results. The study concludes that there is a significant and positive relationship between employee empowerment and sustainable competitive advantages in telecommunication industry.

6.2. Recommendations

In order to provide telecommunication companies in Rwanda with the ability to keep up the competitive advantage and reputation as well as the overall business performance, the researcher recommends: TIGO Rwanda to maintain employee promotion because from the results it's clear that employees are happy and feel motivated once they are offered more responsibility and given trust to deliver new goals and milestones. From data analyzed it's equally evident that its effective and instrumental towards sustainable competitive advantage, Tigo Rwanda has been able to take advantage of this initiative.

Organizations need to strategically manage their competition through employee accountability by deciding whether to innovate internally or acquire external knowledge that is available in other local or foreign firms. There are various benefits organizations can gain from undertaking employee accountability initiatives, such as radically changing their business ideas, technologies, products and processes. However, when conducting such internal innovation in terms of accountability, organizations need to be prepared for the disadvantages related to this process. Internal innovation depends on capacity building, accountability and employee promotion and then requires internal knowledge and technical expertise; it can be time-consuming and expensive and poses a high risk of failure. This development may take years, and companies may not manage and allocate resources properly.

Firms should take into considerations the importance of employees 'empowerment and its pillars accountability, transparency, participation and predictability in enhancing their sustainable competitive advantage. Managers should ensure that the drivers of employee empowerment are feasible and strategically aligned with the overall business strategy for easy implementation. The management of any company to deliver tangible results, it should mobilize employees and other resources through a process that describes the company's strategy in an understandable measurable terms, so that they all understand how they can contribute. TIGO Rwanda, in order to attain sustainable competitive advantage in the telecommunication industry, focused on employee promotion, capacity building and accountability as the main factors of which it indeed obtained competitive advantage within research period.

7. References

- i. Abdur, R., Anantharaman, R. N., Uchenna, C. & Wahid, M. (2010). Empowerment managers Practices and Sustainable competitive advantage of the project in Malaysia. *International Journal of Business and Management*, Vol.5(1), PP.123 - 149.
- ii. Alabar, T. T. & Hadiza, S. A. (2013). Impact Of Employee Empowerment On Service Quality- An Empirical Analysis Of The Nigerian Banking Industry. *British Journal of Marketing Studies*, Vol.1(4), pp.32-40.
- iii. Allahyari, R. shahbazi, B. Mirkamali, S.M.& Kharazi, K. (2011). Survey of relationship between the psychological empowerment of employees with organizational learning. *Journal of Social and Behavioral Sciences*, Vol.30, PP.1549 – 1554.
- iv. Amir, A. E.& Amen, I. (2014). The Impact of Employee Empowerment on Job Satisfaction. *American Journal of Research Communication*, Vol.2(1), PP.13 - 26.
- v. Argyris, C. (1998). Empowerment: The Emperor's New Clothes. Watertown: Harvard Business Review.
- vi. Aysal, H. S. (2004). Owner's Factor in Value-Based Project Management in Construction. *Journal of Business Ethics*, vol50(iss1), pp97.
- vii. Baker, S., Fitzpatrick, J., & Griffin, M. (2011). Empowerment and job satisfaction in associate degree nurse educators. *Journal of Nursing Education Perspectives*, Vol.32, PP.234-240.
- viii. Behzad,T., SedighehShabaani, A. K., & Mahdieh, R. (2012). The Relation between Psychological Empowerment and Sustainable competitive advantage of Employees. *SINGAPOREAN Journal Of business Economics, and management studies*, Vol.1(5), PP. 20 - 26.
- ix. Chaher, M. (2014). Employee Empowerment and Its Importance for Trust,Innovation and Organizational Sustainable competitive advantage. *Business Management and Strategy*, vol5(No 2).
- x. Chan, I.Y.S , Liu, A., Cao, S. & Fellows, R. (2013). Competency And Empowerment Of Project Managers In China. *Journal of construction project management*, PP.383-392.
- xi. Chandan, K. S. (2011). Employee Empowerment: A Strategy towards Workplace Commitment. *European Journal of Business and Management*, Vol.3(11), PP.46 - 54.
- xii. Chiang,C.F.& Hsieh,T.S. (2012). The impacts of perceived organizational support and psychological empowerment on job sustainable competitive advantage: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*, Vol.31, PP.180-190.
- xiii. Chung, C., & Kowalski, S. (2012). Job stress, mentoring, psychological empowerment, and job satisfaction among nursing faculty. *Journal of Nursing Education*, Vol.51, PP.381-388.
- xiv. Daniel, J. (2010). Empowering project portfolio managers: How management involvement impacts project portfolio management sustainable competitive advantage. *Nternational Journal Of Project Management* ·(23), 28 (2010) 818–831.
- xv. Eleanor, D. G. (2005). About Empowerment. *The Innovation Journal*, Vol.10(1), Pp. 1 - 10.
- xvi. Endang, S. A., Kusdi Raharjo, Djamhur, H. (2013). The Effect of Empowerment of the Organizational Commitment and the Job Satisfaction of the Employees of the National Electricity Company (Ltd.) in South Sulawesi Province Indonesia. *Journal of Asian Transactions on Basic & Applied Sciences*, Vol.3(4), PP.13 - 23.
- xvii. Ergeneli, A. (2007). Psychological empowerment and its relationship to trust in immediate managers. *Journal of Business Research*, Vol.60, pp. 41-49.
- xviii. Fernandez, M. (2013). Using employee empowerment to encourage Innovative behavior in the public sector. *Journal of Public Administration Research and theory*, vol23(1), Pp. 155-187.

- xix. Freeman, M., Baumann, A., Akhtar-Danesh, N., Blythe, J., & Fisher, A. (2012). Employment goals, expectations, and migration intentions of nursing graduates in a Canadian border city: A mixed methods study. *International Journal of Nursing Studies*, Vol.49, PP.1531-1543.
- xx. Gibson, W & Cho, P. (2006). What is preproject planning, anyway? *journal of management in engineering*, Vol:22 (1), pp 35-42.
- xxi. Gido, C. (1999). *Successful Project Management*. ordinance(USA): Ohio. South-Western College publishing.
- xxii. Gilbert, S., Laschinger, H. K. S., & Leiter, M. (2010). The mediating effect of burnout on the relationship between structural empowerment and organizational citizenship behaviours. *Journal of Nursing Management*, Vol.18, PP. 339-348.
- xxiii. Hana, U. (2013). Competitive Advantage Achievement through. *Journal of Competitiveness*, Vol.5(No.1), pp82-96.
- xxiv. Hanna, R. (2007). Simulation tool for manpower forecast loading and resource leveling. (pp. pp2099-2103). Boston: IEEE.
- xxv. Harerimana, A., & de Beer, J. (2013). Nurse educators' utilization of different teaching strategies in a competency-based approach in Rwanda. *Africa Journal of Nursing and Midwifery*, Vol.15, PP.29-41.
- xxvi. Hasan, T., Mehmet, A.& Demet, C. (2011). The effects of employee empowerment on achievement motivation and the contextual sustainable competitive advantage of employees. *African Journal of Business Management*, Vol.5(15), PP. 6318-6329.
- xxvii. Hauck, A., Quinn, G., M., & Joyce, J. (2011). tructural empowerment and anticipated turnover among critical care nurses. *Journal of Nursing Management*, Vol.19, PP.269-276.
- xxviii. Heller, J., Goulet, L., & Mohr, E.,. (2004). *Three-Need Theory or Learned Need Theory*. Cambridge : Cambridge University.
- xxix. Hosseini, S.& Majidi, A.& Ameri, M.A. (2007). The Effect of mitigation plan on the sustainable competitive advantage of employees in managers' view. *Journal of Security Management Studies*, Vol.2(3), PP.296-311.
- xxx. Jane, R. C. (2012). The Development and Use of the Theory of ERG: A Literature Review. *Journal of Emerging Leadership Journeys*, Vol.5(1), pp. 2 - 8.
- xxxi. Jonas, D. (2010). Empowering project portfolio managers: How management involvement impacts project portfolio management sustainable competitive advantage. *International Journal Of Project Management*, Vol.28, PP.818-831.
- xxxii. Kanter, R. (1979). *Power Failures in Management Circuits*. Watertown: Harvard Business Review.
- xxxiii. Kanter, R. (1993). *Men and women of the corporation*. New York, USA: Basic Books.
- xxxiv. Karanja, G. M. (2014). Influence of management practices on sustainability of youth income generating projects in Kangema District, Murang'a County, Kenya. *International Journal of Education and Research*, Vol.2(2), PP.1 - 12.
- xxxv. Kemal, D. & Ali, E. (2010). *Employee Empowerment and Its Effect on Organizational Sustainable competitive advantage*. Dumlupinar, Turkey: Dumlupinar University.
- xxxvi. Koelmans, K. (2004). *Project success and sustainable competitive advantage evaluation*. Johannesburg: The South African Institute of Mining and Metallurgy.
- xxxvii. Koo, F. (2007). Formalization of construction sequencing rationale and classification mechanism to support rapid generation of sequencing alternatives.
- xxxviii. Laschinger, H. K. (2008). Effect of empowerment on professional practice environments, work satisfaction, and patient care quality further testing the nursing worklife model. *Journal of Nursing Care Quality*, Vol.23, PP.322-330.
- xxxix. Mary, E. T. (2014). *Nursing Clinical Instructor Experiences of Empowerment in Rwanda: Applying Kanter's and Spreitzer's Theories*. Ontario, Canada: The University of Western Ontario.
- xl. Ministry of Trade and industry in Rwanda. (2010). *Rwanda Competition and Consumer Protection Policy*. Kigali - Rwanda: Ministry of Trade and industry in Rwanda.
- xli. Murat, C. & Deniz, A. (2009). Accuracy Levels of Early Cost Estimates, in Light of the Estimate Aims. *Cost Engineering*, vol51(iss2), pp16-9.
- xl.ii. Oghenekohwo, J. E. (2014). Empirical Evidences Of The Impact Of Community Education And Social Development Projects On Rural Bayelsa In Nigeria. *British Journal of Education*, Vol.3(2), pp. 65-74.
- xl.iii. Onah, R. C., Ayogu, G. I., & Agboeze, M.U. (2013). Sustainability of Local Empowerment and Environmental Management Project in Enugu State. *Journal of Business and Management (IOSR-JBM)*, Vol.13(4), PP 09-17.
- xl.iv. Peace, I. & Mohammed, A. M. (2014). Effect of Employee Commitment on Organizational Sustainable competitive advantage in Coca Cola Nigeria Limited Maiduguri, Borno State. *Journal Of Humanities And Social Science*, Vo.19(3), PP 33-41.
- xl.v. Pineau, S. L., Laschinger, H. K. S., Regan, S., & Wong, C. (2013). The influence of personal and workplace resources on new graduate nurses' job satisfaction. *Journal of Nursing Management*, Vol2(9), PP. 43 - 52.
- xl.vi. Rad, G. (2002). *The Advanced Project Management Office. A Comprehensive Look at Function and Implementation*. Florida.: St Lucie Press.
- xl.vii. Rodolfo, B., Alexander, Edison, C. (2014). Competitive Advantage in Brazilian Telecommunication market. *African journal of Business Management*, vol.8(No.15), pp588- 598.
- xl.viii. Rwanda Utilities Regulatory Authority [RURA]. (2013). *Statistics And Tariff Information In Telecom Sector As Of June 2013 Prepared*. Kigali -Rwanda: Rwanda Utilities Regulatory Authority [RURA].
- xl.ix. Saeed, S. B., Najibul, H., & Abdul, R. A. (2013). Empirical Research on Project Implementation Success and Change Management Practices in Malaysian Government-Linked Companies (GLCs). *International Journal of Information and Communication Technology Research*, Vol.3(5), PP.174 - 180.

- l. Shamas, R., Stephen, O. (2008). Problems causing delays in major construction projects in Thailand.. London. Construction Management and Economics, Vol. 26(4), pp 395.
- li. Shulgana, S. (2009). Employee Empowerment in the Banking Sector. IUP Journal of Management Research, Vol.8(9), PP. 48-67.
- lii. Smith, T., Leask Capitulo, K., Quinn Griffin, M., & Fitzpatrick, J. (2012). Structural empowerment and anticipated turnover among behavioural health nurses. Journal of Nursing Management, Vol.20, PP.679-684.
- liii. Song, A . (2005). Quantifying engineering project scope for productivity. Journal Of Construction Engineering And Management, vol131(3), pp360-367.
- liv. Spreitzer, G. (1995). Psychological empowerment in the workplace: Dimensions,. Academy of Management Journal, Vol.38, PP.1442-1465.
- lv. Spreitzer, G. (2007). Towards the integration of two perspectives: A review of socialstructural and psychological empowerment at work. London: publication in Cooper.
- lvi. Stephen, N. M. N. & Tsala, H. B. (2012). The Relationship Between Empowerment And Sustainable competitive advantage In The City Council Of Nairobi. problems of Management in the 21st cent ury, Vol.5, PP.83 - 98.
- lvii. Stello, C. M. (2013). Herzberg's Two-Factor Theory Herzberg's Two-Factor Theory of Job Satisfaction: An Integrative Literature Review. Minnesota: University of Minnesota.
- lviii. Steve, B. (2008). Offloading all risk raising the price. ottawa: McGusinness.
- lix. Thomas, E.. (2007). Contractor prebid planning principles. journal of construction engineering and management-asce, vol133(8), pp542-552.
- lx. Vaziri, N. (2007). Project planning for construction under uncertainty with limited resources. Journal of construction engineering and management, vol. 133(4), pp. 268-276.
- lxi. Warrender, A. (2008). Concurrent delays. Contract Journal, vol441(6659), pp1-33.
- lxii. Wooddell, V. (2009). Employee Empowerment, Action Research and Organizational Change. Organization Management Journal, Vol.6, pp.15-18.
- lxiii. Zhang, X. (2011). The Competitive Advantage Analysis of the Telecommunication Corporation after the Restructuring of China's Telecommunications Industry in 2008. Lund(Sweden): Lund University.