

The Role of Empowerment Strategy in Enhancing Human Resource Management Functions

(An Analytical Study of a Sample of Department Heads at Misan University)

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Abstract: The study aimed to examine the role of empowerment strategy with its dimensions (team building, self-creativity, and information sharing) in enhancing senior human resource management functions for youth, which include (recruitment and selection, performance evaluation, and training and development). The research problem centered on the extent to which the empowerment strategy contributes to strengthening senior human resource management functions for youth and its impact on their professional development and decision-making role within the organization.

The study adopted an analytical approach and was conducted at the Presidency of the University of Misan, where 45 questionnaires were distributed to department heads, with 40 questionnaires retrieved, while 5 were not returned. Data analysis was conducted using SPSS statistical software, where means, standard deviations, and relationships between variables were assessed.

The results revealed a strong correlation between the empowerment strategy and senior human resource management functions for youth, highlighting the importance of enhancing empowerment practices within organizations to improve performance efficiency and encourage youth to take on leadership roles.

The study recommended increasing youth participation in strategic decision-making within organizations, as this plays a crucial role in fostering a sense of belonging and achieving more effective results.

Key words: Empowerment Strategy, Human Resource Management Functions.



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Introduction

In light of the rapid developments in the modern business environment, the focus on human capital has become one of the essential elements to achieve competitiveness and organized sustainability, and with the increasing role of youth in the labor market, empowerment strategy has emerged as one of the effective management concepts that aims to enhance the capabilities of young workers and increase their participation in decision-making, in addition to motivating them to creativity and innovation. necessary to perform their tasks efficiently, which reflects positively on the overall performance of the organization.

The empowerment strategy relies on giving employees, especially the youth, higher levels of responsibilities and authority, while providing the necessary resources and training to enhance their ability to make appropriate decisions in the work environment. Make the most of their creative potential.

Accordingly, this research aims to explore the role of empowerment strategy in enhancing human resources management functions, this is done by analyzing the impact of empowerment on the development of leadership competencies, stimulating a participatory work environment, and enhancing the ability to make strategic decisions. Contemporary.

Chapter One

The general framework of the research (research methodology and previous studies)

First Topic: Research Methodology

First: The Research Problem :

In light of the rapidly changing labor market, young people face multiple challenges related to opportunities for professional advancement, participation in decision-making , as well as access to leadership positions within the organization, and although many organizations have adopted the empowerment strategy as a means of enhancing the capabilities of young workers, the implementation of this strategy still faces difficulties related to delegation of authority, building trust, and providing a supportive work environment that allows young people to exploit their potential Overall, the main problem is that many organizations rely on traditional practices in human resource management, which hinders the effectiveness of empowerment strategies and negatively affects young people's job satisfaction, their engagement in the work environment, and their opportunities to develop into leadership roles. Hence, the central question of the research emerges:

To what extent does the empowerment strategy contribute to enhancing the functions of human resources management and its impact on their professional development and their role in decision-making within the organization ?

Second: The importance of the research :

The importance of this research is reflected in its focus on empowerment strategy as a main means to enhance human resources management functions **from a scientific point of view**, the research contributes to enriching the administrative literature by analyzing the relationship between empowerment and the development of leadership competencies and exploring the impact of granting them authority and independence on organizational performance, as well as seeking to bridge the knowledge gap related to the role of empowerment in improving the work environment and enhancing job loyalty, which helps researchers to provide more advanced theoretical and applied models in this field **In practice**, the research provides a clear vision for organizations on

how to adopt effective empowerment practices that ensure that energies are invested in ways that increase productivity, stimulate creativity, and enhance their ability to assume leadership positions, and provides a framework for evaluating the effectiveness of current HR policies in supporting youth and proposes practical recommendations that contribute to improving the work environment, helping organizations achieve a balance between employee empowerment and achieving strategic goals.

Third: Research Objectives :

This research aims to study the impact of empowerment strategy in enhancing human resources management functions, this is done by analyzing how granting authority, enhancing independence, and providing a supportive work environment affect the development of competencies and motivation to assume leadership roles within organizations.

In addition, the research aims to identify the factors that hinder the implementation of effective empowerment within organizations, and to propose practical solutions to develop more sustainable policies in human resources management in order to achieve a balance between youth empowerment and ensuring effective organizational performance. It also seeks to provide recommendations to senior management and decision-makers on how to improve the work environment through empowerment practices that enhance the competitiveness of organizations and increase their ability to attract and retain young talent.

Fourth: The hypothetical outline of the research :

The hypothetical scheme is divided into two parts: the independent variable (empowerment strategy) and the dependent variable (human resource management functions).

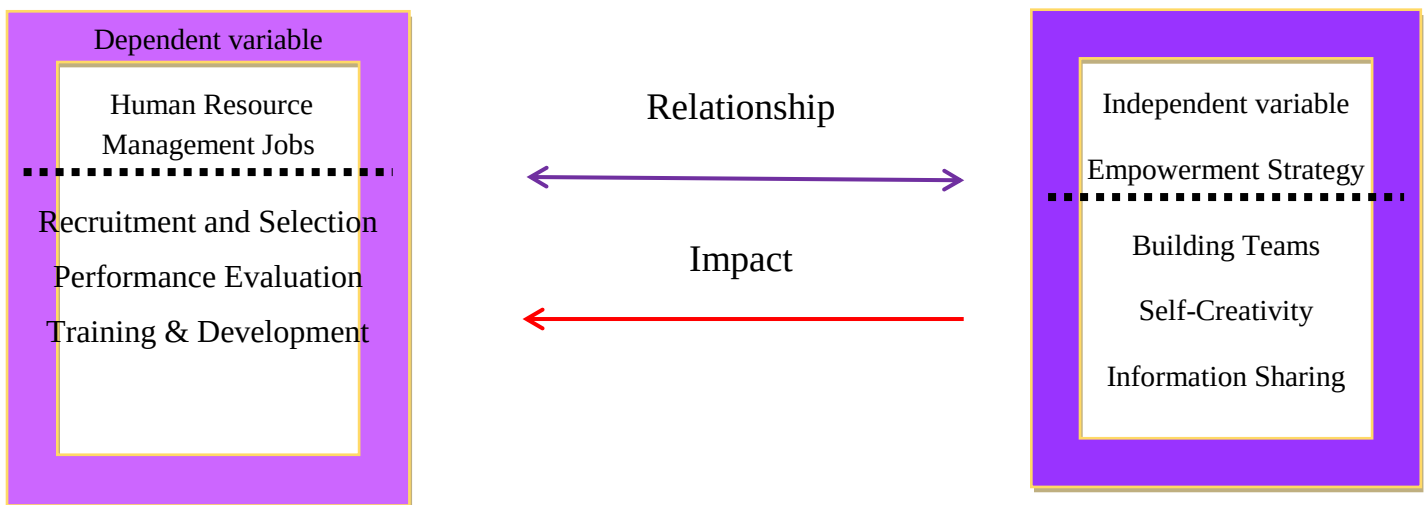


Figure (1) Hypothetical outline of the research

Fifth: Research Hypotheses :

1. **The first main hypothesis:** There is a statistically significant correlation between the empowerment strategy and the functions of human resource management.
2. **The second main hypothesis:** The empowerment strategy has a positive and statistically significant effect on the enhancement of human resources management functions.

Sixth: Limitations of the Research :

Spatial Boundaries : The Presidency of Maysan University.

Time Limits : 2024 to 2025

Human Limits : Heads of the Departments of the Presidency of the University.

Objective Limits : The objective limits of this research are focused on studying the role of empowerment strategy in enhancing senior human resources management functions for youth .

Seventh: Data Collection Methods :

Research relies on two basic data collection approaches to ensure that its objectives are accurately achieved. **Theoretically**, the research is based on the inductive approach through the analysis and review of scientific books, previous studies, recent research and official reports related to empowerment strategy and human resource management. **As for the practical**, the research relies on the descriptive-analytical method (SPSS) using the questionnaire as the main tool for data collection in the target organizations. This study used a methodology, meaning it relied on both qualitative, comprehensive qualitative study combines, analyzes and interprets data from both types of studies. (Al-Musawi et al.,2025)

Chapter Two - First Topic

The Independent Variable: The Empowerment Strategy

First: The Concept of Empowerment Strategy :

Through the suggestions and theories of practitioners and officials in business organizations, strategic employee empowerment refers to the abilities that individuals acquire, which boosts their confidence, increases their belonging and loyalty, and motivates them to take responsibility and act to improve activities and processes. It also enhances their interaction at work to meet the basic needs of customers in various fields, with the aim of achieving the values and goals of the organization, and thus strategic empowerment means encouraging individuals and giving them the opportunity to take personal responsibility in improving their performance, which contributes to achieving the organization's goals. This requires creating a culture that supports employees at all levels, making them feel like they are teaming up and helping them gain the necessary confidence and skills. (Al-Tuwaisi, 2022: 734) emphasizes (Turki, 2017: 191) that strategic empowerment means giving employees the power to make important decisions and take responsibility for their outcomes, whether they are related to the future or related to their business. She (2020:156, Aref) pointed out that strategic empowerment cannot be defined in simple, standardized, or continuous ways, as the concept of empowerment varies from person to person. Trying to develop a global measure of empowerment may be inappropriate, and instead, qualitative research is preferred. Empowerment cannot be studied in isolation, but must be understood by the participants in the context of their work. On the other hand, empowering individuals to make decisions in collaboration with stakeholders is one of the key tools for the successful implementation and sustainability of organizational change, thereby enhancing their level of autonomy. Strategic empowerment is a modern organizational concept in managerial thought, as it focuses on enhancing the capabilities of individuals and groups through delegation of authority. It aims to give individuals the freedom to make decisions and solve problems, helping them to exploit their talents and creativity to improve performance. It also stresses the importance of qualifying individuals and promoting teamwork in an environment that encourages trust. Effectively applying strategic empowerment contributes to the development of the organization and its members, including the development of outstanding management leaders (Makhdoom, 2020: 120).

The concept of empowerment strategy can be clarified from the perspective of the two researchers: it is about employing the creative abilities of employees with the aim of enhancing the performance of the organization to which they belong, in addition to improving their quality of

career, as this is considered as part of risk management, where the efficiency of using information is enhanced to form a common vision and specific goals that contribute to decision-making.

Second: Objectives of the Empowerment Strategy :

Researchers differ on determining the goals that an empowerment strategy can achieve, although they agree on the results. Among the main objectives of this strategy, we find the following: (Al-Tuwaisi, 2022: 736):

1. Investing in the capacities of Iraqi women
2. The Empowerment Strategy is a modern management tool that aims to achieve high efficiency and increased effectiveness.
3. It highlights the role of Iraqi women in strategic decision-making, and highlights their responsibilities and achievements, especially when they gain the trust of others through their access to positions of power.
4. Developing women's skills in the field of education is done through strategic intellectual education programs.
5. The Women's Empowerment Strategy can be seen as an effective way to develop strategies that cannot be ignored, fostering a spirit of change among the members of the Foundation in favor of the society's directions and goals.

Third: Pillars of the Empowerment Strategy :

In order to achieve the best returns and achieve the goals sought by the management, it is necessary to develop effective and useful strategies that contribute to reaching the desired results. To achieve this, there are several basic pillars that must be taken into account, as pointed out (Al-Janabi, 2022: 109):

1. Job integration means the merging of several independent functions into a single job, which leads to the elimination of job specialization and errors, thus increasing productive efficiency.
2. Reduce the levels of control by adopting a more balanced control method, by replacing strict control with total or deferred control methods, while overlooking minor errors.
3. Implementing the steps according to their nature requires abandoning the method of arranging successive steps, and focusing on organizing the process itself, which contributes to accelerating the completion of the work and reducing the time taken.
4. The division of labor facilitates the distribution of workloads and responsibilities, which improves the level of performance and contributes to the elimination of obstacles.

Fourth: Dimensions of the Empowerment Strategy :

The empowerment strategy is represented in three dimensions according to (Al-Tuwaisi, 2022: 736) as follows:

1. Building work teams:

It is the process of exchanging information or ideas between individuals, whether it is from one person to another, from one individual to another, or between two or more groups. This is done by investing all the possibilities of sending and receiving, and using the appropriate means of communication, with the aim of achieving the highest levels of communication and increasing the effectiveness of interaction between individuals. This process aims to convey a message or information from one person to another or to a group, so that they can exchange that information, discuss its content, and express their opinions about it, which contributes to taking actual steps to implement it. (Al-Sayed, 2019: 63)

2. Self-Creativity:

The thought process is fundamental for a creative woman, as it requires focus, attention, awareness, perception, organization, coding, and interaction. Ultimately, this process leads to a new formation or creativity through which various issues and challenges of life can be tackled. All women are created by God and have the ability to create, but achieving this intellectual ability depends on creative production. Creativity is not just heredity, but a set of principles that any woman can start with, by breaking away from traditional ways of thinking and adopting new methods that help her move away from everything that is familiar.(16:2016, Areiqat)

3. Sharing information:

Information plays a vital role in women's empowerment, as it is a key element of the empowerment strategy. Recently, there has been an increase in interest in the transfer of information to all levels of the organization with the aim of enhancing the awareness of staff about the reasons for the decisions made, which contributes to their greater commitment to the work of the organization. The success of the empowerment process depends on the ability of the individuals involved to access the right information quickly, accurately, and in a timely manner. Therefore, the ability to perceive the information needed to make decisions based on historical data requires effective communication systems.(Al-Sayed, 2019: 64)

Second Topic

Dependent variable: HR management functions

First: The Concept of Human Resources Management Functions :

This field is progressing rapidly, with each department of human activity recognizing its importance in enhancing the efficiency of the organization's work. Innovative technologies are being developed aimed at improving work culture, encouraging individuals to give their best performance and efforts. Organizations have to adapt to the changes in this contemporary world, and adopt the latest practices in human resource management. Individuals who reject change will find themselves lagging behind competing organizations, which can lead them to accept defeat. Therefore, it is essential that organizations, if they want to stay in the market, seek to implement the latest trends and functions in human resources management. (126:2020, Elrehail). It is explained (904: 2020, Zhang) as a series of activities aimed at acquiring, allocating, and using organizational resources in order to enhance the value of human capital and increase its effectiveness in use. As described by (329:2020, Desa), human resource management functions are defined as activities related to identifying human resource needs, recruitment, screening, training, rewards, and evaluation, as well as paying attention to labor relations, health and safety. These functions play an important role in influencing the attitudes and behavior of individuals. He stated (518: 2020, SWEIS) that human resources management functions refer to the administrative activities carried out by the organization in the field of human resources with the aim of achieving its objectives. These activities include recruiting and selecting individuals, training and developing their skills, as well as evaluating their performance and providing appropriate compensation. These functions are a way to manage individuals while keeping in mind the long-term interests of the organization. Important strategic tools to promote positive behavior in individuals and invest in their knowledge, skills, and abilities, which contributes to increasing productivity and performance. These tools are also an essential element in developing human capital and stimulating the necessary behaviors that give the organization a competitive edge (5: 2020, Otoo). (3: 2024, Magalhes) outlines the activities that encompass the life cycle of individuals in the context of an employment relationship, from hiring strategies and selecting individuals, through their training and skill development, reward systems, performance appraisal, to career management, which may include preparing for retirement.

The concept of human resource management functions can be clarified from the perspective of the two researchers : it is a set of activities that aim to improve the performance of individuals and increase their commitment to their organization. These practices focus on enhancing individual performance through mutual influence, respect, and responsibility, and seek to develop organizational productivity and efficiency by providing a work environment that supports individuals' understanding of organizational goals and values.

Second : The Importance of Human Resources Management Functions :

Al-Jassim and Al-Mawri, 2023: 157) state that human resources administrative functions contribute to:

1. Coordinating cooperation between the HR department and the organization's leaders contributes to enabling senior management to implement the organization's strategies by providing the required human resources, and enhancing the ability of organizations to attract the most qualified individuals.
2. Some indicators that are necessary for the optimal use of available human resources can be identified, allowing for comparisons and choices between individuals. This has a positive impact on the achievement of their personal goals and the goals of the organization in general.
3. Collecting data and information related to the conditions of the workforce in organizations, in addition to identifying the various training programs necessary to place the appropriate individual in a job that corresponds to his skills, abilities, and qualifications, which contributes to achieving the best performance of this individual. It also aims to empirically support the role of Knowledge Intelligence as a behavioral integration accelerator. (Al-Musawi et al.,2025)

Third: Objectives of Human Resources Management Functions:

The goals that human resource management jobs seek to achieve can be summarized as follows (Younis, 2020: 21)

1. Promoting the optimal use of available human resources.
2. Achieve the individual goals of the employees, provided that these goals are reasonable and fair.
3. Enhancing the awareness of working individuals about the importance of achieving the organization's goals.
4. 4- Gaining and maintaining employee satisfaction, and building positive relationships with them.
5. Enhance mutual cooperation between management and employees, and between employees themselves.

Fourth: Dimensions of Human Resources Management Functions :

(Saud, 2021: 340), (Salman and Abed, 2022: 188) and (644: 2020, Aburumman) agreed on three main dimensions:

1. Selection and Employment:

Recruitment is the process of studying candidates for vacancies and encouraging them to apply for jobs in an organization. Selection involves a set of steps aimed at evaluating candidates to select the most suitable individuals for those jobs. The goal of employment in an organization is to find someone qualified for the job, capable of performing the required tasks. **Selection** is the process of identifying the most suitable applicant from a pool of specific applicants for the position.(222: 2022, Jashari). Creativity and innovation in any organization are significant for effective operations (Waham et al.,2025)

2. Performance evaluation:

Performance appraisal is a key element of human resource management practices, as its results are used in decision-making. In addition, it is used for other purposes such as research and development of individuals. The information generated from the performance appraisal also forms the basis for training and developing existing staff, including employees' decisions to leave their jobs, which primarily impacts the quality of products and services offered recruiting and selecting new individuals, and motivating and retaining qualified individuals by appropriately and adequately rewarding them for their performance. (2020: 523, Sweis) & (Hoshi et al.,2024)

3. Training and Development :

Training is a structured effort that aims to equip individuals with the knowledge, skills, and behaviors necessary to perform specific tasks or functions. Individuals who participate in the training apply the new skills and knowledge they have acquired in their daily lives, improving their abilities and competencies in performing their jobs. Development, on the other hand, refers to an organized effort aimed at providing individuals with knowledge, skills, and behaviors related to their personal or professional growth , and flexibility, as well as a highly educated workforce (6:20, 2020, Otoo)) & (Al-Musawi, 2023)

Chapter Three: The Practical Aspect

First Topic: Research Community and Sample

This section included the study of the demographic data of the research sample and the analysis of their opinions on the two study variables, where 45 questionnaires were distributed, and 40 of them were retrieved , and the sample included the directors of the departments of the presidency of Maysan University.

Second Topic: Mathematical Averages and Standard Deviations of the Independent Variable and the Dependent Variable

The researcher used SPSS software to analyze the study data, as it helped calculate the arithmetic averages and standard deviations of the questionnaire, which contributed to providing an accurate description of the sample attitudes.

Independent Variable (Empowerment Strategy): Strategic empowerment is a modern organizational concept in managerial thought, as it focuses on enhancing the capabilities of individuals and groups through delegation of authority.

The arithmetic mean and standard deviation of the empowerment strategy

Descriptive Statistics				
T	Independent variable	Sample size	Arithmetic mean	Standard deviation
The First Dimension: Building Teams				
1	Forming effective teams contributes to enhancing collaboration between individuals and achieving organizational business goals.	40	4.4250	.549480
2	Collaboration between individuals through teams provides an opportunity to share knowledge and experiences, which contributes to improving overall performance.	40	4.8250	.500640
3	The presence of specialized teams enhances the	40	4.6745	.525630

	ability of individuals to achieve excellence in completing tasks and projects.			
4	Supporting teams helps direct people's energies toward shared strategic goals that achieve sustainable success.	40	4.6755	.525630
5	Diverse teams contribute to enhancing individual and collective capabilities, fostering a collaborative work environment.	40	4.6250	.667470
The second dimension: self-creativity				
6	Enhancing people's self-creativity enables them to make effective decisions and assume responsibilities effectively.	40	4.4250	.549480
7	Encouraging individual creativity enhances the ability of individuals to find innovative solutions to meet challenges.	40	4.8750	.404300
8	A work environment that encourages creativity provides opportunities to develop new ideas that contribute to improved performance and increased productivity.	40	4.6500	.533490
9	Empowering individuals helps them explore their personal potential innovatively, enhancing their ability to meet challenges.	40	4.7000	.516400
10	Encouraging self-creativity contributes to building an organizational culture based on continuous improvement and innovation.	40	4.6750	.525630
The third dimension: information sharing				
11	Sharing information between individuals improves their understanding of the tasks assigned to them and enhances their decision-making ability.	40	4.7750	.422900
12	Open information exchange between different departments helps improve coordination and collaboration across the organization.	40	4.5250	.554120
13	Providing an environment that encourages the exchange of information contributes to improving work performance and developing professional experiences.	40	4.6500	.579570
14	The seamless flow of information between individuals promotes organizational empowerment and significantly increases productivity.	40	4.3250	.615500
15	Transparent information sharing among individuals provides the opportunity to feel part	40	4.4000	.545380

	of the organization's success, reinforcing their commitment to the organization's goals.			
Conclusion		40	4.6150	0.06455

By analyzing the above answers in the table, it is shown that the research centers have activities and activities of the empowerment strategy, which shows their ability to achieve the set goals. This variable is shown with an arithmetic average of (4.6150) and a standard deviation of (0.06455). Paragraph (7) is the most important paragraph through the responses of the research sample members, which is defined as follows: "Encouraging individual creativity contributes to enhancing the ability of individuals to find innovative solutions to face challenges.") where the arithmetic average of the paragraph was (4.8750) and standard letters (0.40430).

Dependent variable (HR management functions): HR management functions are defined as activities related to the identification of human resource needs, recruitment, screening, training, rewards, and evaluation, as well as attention to labor relations, health and safety. These functions play an important role in influencing the attitudes and behavior of individuals.

Arithmetic Mean and Standard Deviation of Human Resource Management Functions

Descriptive Statistics				
Standard deviation	Arithmetic mean	Sample size	Dependent variable	t
The First Dimension: Polarization				
.579570	4.3500	40	Attracting qualified human resources contributes to enhancing competitiveness and achieving excellence within the organization.	1
.598610	4.2750	40	Attracting creative individuals enhances the ability to provide innovative solutions to the various challenges facing the organization.	2
.503830	4.5500	40	Attracting highly skilled people helps to raise the efficiency of institutional performance and raise the overall level of work.	3
.496140	4.6000	40	Attracting the right talent contributes to strengthening competitiveness and increasing the effectiveness of work within the organization.	4
Second Dimension: Designation				
.516400	4.7000	40	Assigning individuals to positions that match their skills helps improve work efficiency and implement strategic goals.	5
.598610	4.4750	40	Hiring competent personnel enhances an organization's ability to develop its operational strategies and achieve its objectives.	6
.525630	4.6740	40	Transparent and scientifically based recruitment contributes to enhancing trust between individuals and management and achieving a	7

			balanced work environment.	
.525630	4.6760	40	Hiring qualified people helps align individual and collective business needs to achieve harmony within the organization.	8
The Third Dimension: Training				
.384810	4.8250	40	Continuous training contributes to the development of the skills necessary to keep pace with organizational changes and increase adaptability.	9
.533490	4.6500	40	Training helps to develop the capabilities of individuals and improve their performance, which reflects positively on the quality of the work.	10
.585620	4.6250	40	Providing specialized training programs contributes to raising the level of expertise and knowledge, which enhances the overall performance of the organization.	11
.615500	4.3250	40	Effective training helps build a culture of continuous learning and innovation within the organization	12
0.06362	4.5604	40	Conclusion	

The researchers conclude through the analysis of the responses of the sample members in the above table that the sample centers acknowledge the great importance of human resources management, and this is shown by the total arithmetic average of the independent variable, which reached (4.5604) with a standard deviation of (0.06362). Paragraph (9) was the highest paragraph of the Human Resources Department, which states that "Continuous training contributes to the development of the skills necessary to keep pace with organizational changes and increase the ability to adapt."), where its arithmetic average reached (4.8250) and a standard deviation (0.3848).

Third Topic: Testing Study Relationships

First: Analysis of the Correlation between Empowerment Strategy and Human Resources Management

The first main hypothesis : There is a statistically significant correlation between empowerment strategy and human resource management functions.

Results of the correlation relationship between the two research variables

Correlations			
		Empowerment Strategy	Human Resource Management Jobs
Empowerment Strategy	Pearson Correlation	1	.626**
	Sig. (2-tailed)		.001

	N	40	40
Human Resource Management Jobs	Pearson Correlation	.626**	1
	Sig. (2-tailed)	.001	
	N	40	40
**. Correlation is significant at the 0.01 level (2-tailed).			

The results of the above table showed that there is a statistically significant correlation between the independent variable (empowerment strategy) and the dependent variable (human resources management functions), where the value of the correlation coefficient was (0).626**) The relationship was direct and strong, i.e., the more the faculty paid attention to empowerment strategies, the more it improved the human resources management, and the relationship was characterized by a statistical significance of less than (0.001), and the above table proves to us that the first main hypothesis is achieved.

First: Analyzing the Relationship of the Impact of the Empowerment Strategy on Human Resources Management Functions

The second main hypothesis: The empowerment strategy has a positive and statistically significant effect on the enhancement of human resources management functions.

Table (10) The First Test of the Impact of Empowerment Strategy on Human Resources Management Functions

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626a	.391	.375	.17393
a. Predictors: (Constant), Empowerment Strategy				

Table (11) The Second Test of the Impact of Empowerment Strategy on Human Resources Management Functions

ANOVAa						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	.739	1	.739	24.433	.001b
	Residual	1.150	38	.030		
	Total	1.889	39			
a. Dependent Variable: HR Management Functions						
b. Predictors: (Constant), Empowerment Strategy						

The Third Test of the Impact of Empowerment Strategy on Human Resource Management Functions

Coefficientsa				
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.

		B	Std. Error	Beta		
1	(Constant)	.758	.770		.9852	.331
	Empowerment Strategy	.824	.167	.626	4.943	.001
a. Dependent Variable: HR Management Functions						

Results of Impact Relationship Tests of Empowerment Strategy on Human Resource Management Functions

F		T		R2	Empowerment Strategy		Variable
Tabularity	Calculated	Tabularity	Calculated		B1	B0	Independent
*P ≤ 0.05	d.f: (1,38)		N= 40				Variable
4.084	24.433	1.684	2.985	0.391	0.824	0.626	minion
							Human Resource Management Jobs

The researcher concluded through the analysis of the previous tables that there is an effect relationship of the empowerment strategy in the functions of human resource management, where the total value of the coefficient of determination R2 was equal to (0.391), where this ratio showed that one-third of the effects that occur on human resources management were caused by the effect of the empowerment strategy, and the value of F was calculated (24.433) which is higher than the tabular value (4.084) and this is considered a statistical indication that the empowerment strategy affects the management of human resources in the college, while the calculated T was (2.985) which is greater than its tabular T value (1.684), and this shows the achievement of the goal of the second main hypothesis.

Chapter Four: Conclusions and Recommendations

First Topic: Conclusions:

1. There is a strong correlation between empowerment strategy and senior HR management functions for youth which indicates the importance of promoting empowerment practices within organizations.
2. Promoting individual creativity contributes to finding innovative solutions to face challenges within the work environment, which reflects positively on the efficiency of human resources management.
3. Empowerment directly affects job performance improvement and job satisfaction, which enhances organizational loyalty among young people.
4. There is a significant impact of the empowerment strategy on human resource development, as it was found that a large percentage of the improvements in human resources functions are due to empowerment practices.

5. Effective implementation of empowerment strategies raises the efficiency of human resource management, which helps in achieving the organization's strategic goals.

Second Topic: Recommendations:

1. Promote empowerment practices within organizations by giving young people more authority and autonomy to support their active participation in decision-making.
2. Focus on continuous training and professional development to ensure that young people are upskilling and preparing them to meet changing organizational challenges.
3. Creating a stimulating work environment that supports innovation and creativity, which contributes to improving job performance and increasing productivity.
4. Increasing youth participation in strategic decision-making within organizations to enhance a sense of belonging and achieve more efficient results.
5. Develop effective evaluation mechanisms to measure the success of empowerment practices and identify obstacles that may impede their implementation while providing practical solutions to address them.

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