

# THE INFLUENCE OF EMPLOYEE EMPOWERMENT ON ENTREPRENEURIAL ORIENTATION: AN APPLIED ANALYSIS OF THE FINANCIAL INDUSTRY

**ABSTRACT:** This study delves into an examination of the influence of empowering employees on their entrepreneurial attitudes within the domain of the banking sector. The investigation seeks to elucidate the correlation between employee empowerment and entrepreneurial mindset through a pragmatic approach applied to the context of the banking industry. Employing a statistical methodology, the study aimed to ascertain the degree and significance of the relationship between employee empowerment and inclination towards entrepreneurship. The findings reveal that creativity exerts a statistically significant and positive impact on entrepreneurial orientation ( $p=0.019$ ,  $T=2.371$ ). This underscores the proposition that fostering creativity among employees could contribute to an enhanced entrepreneurial orientation within the financial business realm. Conversely, the association between risk-taking and entrepreneurial orientation lacks significant weight ( $p=0.721$ ,  $T=0.358$ ), indicating that risk-taking might not wield substantial influence in determining entrepreneurial orientation within the financial sector's milieu. Furthermore, the research demonstrates a robust affirmative connection between proactiveness and entrepreneurial orientation ( $p=0.044$ ,  $T=2.038$ ), underscoring the importance of cultivating proactive behaviours among employees to foster an entrepreneurial orientation within the financial industry. Moreover, the investigation unveils a highly significant and positive correlation between autonomy and entrepreneurial disposition ( $p=0.000$ ,  $T=7.832$ ), accentuating the pivotal role played by autonomy in promoting entrepreneurial conduct within the realm of financial enterprises. These findings hold potential utility for financial institutions aiming to instill an entrepreneurial mindset among their workforce. By cultivating attributes such as creativity, proactiveness, and autonomy, organizations can effectively foster an entrepreneurial mindset and stimulate innovation within the context of the financial sector. In its entirety, this study contributes to our comprehension of how employee empowerment fosters an entrepreneurial outlook within the banking industry. The outcomes shed light on the significance of specific empowerment factors and offer pragmatic insights for enterprises seeking to nurture entrepreneurial conduct and propel innovation within the financial domain.

**Keywords:** Empowering employees, Creativity, Risk-taking, Proactiveness, Independence

## 1. Introduction

In order to cultivate an entrepreneurial mindset within an organisation, it is imperative to confront and adapt to emerging realities. Contrary to the prevailing belief in classical economics that entrepreneurial activities are limited to upper management, a study conducted by Ireland, Covin, and Kuratko (2009) revealed that individuals at various hierarchical levels within an organisation exhibit entrepreneurial intentions. The entrepreneurial function is widely recognised as the primary catalyst for economic growth, a proposition that aligns with existing scholarly perspectives. Entrepreneurship is a form of ongoing human endeavour that encompasses both creative activities and routine tasks.

In the context of Jordan, it has been observed that the presence of both projects and businesses contributes to the cultivation of novel concepts, thereby enhancing the

efficiency and financial gains of various enterprises and institutions (Jahmani et al., 2023; Shniekat et al., 2022). Further, it can be argued that entrepreneurship, by its nature, stimulates risk-taking, thereby emphasising the importance of creativity and innovation. The concept of entrepreneurial reality pertains to the degree of dedication exhibited by organisations in fostering organisational culture, facilitating organisational learning, and encouraging worker involvement in decision-making processes (Nawaiseh et al., 2021).

In the contemporary dynamic landscape of the corporate sector, there exists an increased significance in cultivating a workforce that is committed and possesses a strong sense of self-assurance (Jun et al., 2018). According to Shibly et al. (2021), there is a higher likelihood of workers exhibiting proactive behaviour, assuming accountability for their assigned duties, and

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making constructive contributions to the organisation when they possess a sense of empowerment. The importance of investigating the factors that contribute to the development of an empowering work environment has been recognised by both scholars and practitioners (Gharib et al., 2023). This research is aimed at enhancing our comprehension of the strategies and approaches required for effective implementation.

This paper thoroughly explores the subject of employee empowerment and its significance for businesses aiming to thrive in the current demanding business environment. Our attention is directed towards four primary factors, namely creativity, risk-taking, proactiveness, and independence, which have demonstrated significance in the cultivation of empowerment. The aim of this study is to examine the correlation between these factors and the concept of employee empowerment, with the intention of assisting organisations in formulating effective approaches to cultivate and unleash the complete capabilities of their workforce.

Empowered individuals exhibit a higher propensity for creativity due to their inclination to engage in divergent thinking, challenge conventional paradigms, and generate innovative resolutions (Al-Rawashdeh, Jawabreh, & Ali, 2023; Alawamleh et al., 2021). The advancement and prosperity of a business can be partially ascribed to the capacity of its employees to creatively and ingeniously address challenges, a characteristic that is cultivated within organisations that promote a culture of creativity (Bruno & Canina, 2019).

Moreover, it is of utmost importance to possess the inclination to embrace ambiguity and engage in well-thought-out ventures with calculated risks (Li & Yang, 2022). According to recent studies conducted by Alananzeh et al. (2023) and Jahmani et al. (2023), employees who possess a strong sense of agency are more inclined to engage in risk-taking behaviour, seize available opportunities, and actively contribute to organisational transformation, as compared to their colleagues who have lower levels of empowerment. The objective of this study is to explore the relationship between risk-taking behaviour and autonomy, with the aim of providing insights into strategies that businesses can employ to promote calculated risk-taking among their employees within the organisational context.

Initiative, as a third indispensable attribute, pertains to the cognitive process of proactively anticipating potential challenges and opportunities, and promptly taking action based on these anticipations. Employees

who experience a sense of empowerment demonstrate proactive behaviour by actively seeking out novel ideas, offering innovative solutions, and assuming accountability for their tasks. The subsequent enumeration outlines the various means by which we can provide assistance to you.

The final component to be examined is independence, which emphasises the significance of granting employees with autonomy and accountability within their respective roles. Workers who are empowered thrive in environments that afford them the autonomy to exercise their independence, take ownership of their tasks, and express their own viewpoints (Ahmed & Khalid, 2019). By adhering to a set of uncomplicated principles, one can ascend to the apex of the ecological hierarchy. The recognition of the context-dependent nature of organisational dynamics is essential when examining the relationship between these four key factors and employee empowerment. While there is a general consensus on the significance of these factors, the degree of their influence and the strategies employed to promote empowerment can vary depending on the specific industry, cultural context, or organisational framework under examination. The objective of this essay is to establish a foundation for further research and understanding of how businesses can effectively facilitate empowerment, a crucial element in fostering organisational success within the complex and competitive contemporary business landscape.

## 2. Literature Review

The objective of Mukhlif (2023) study was to examine the impact of the entrepreneurial approach on institutional excellence, specifically in the context of Tikrit University. The study focused on three dimensions of institutional excellence, namely leadership, human excellence, and service provision excellence. These dimensions were further explored through the lens of three specific factors: creativity, proactiveness, and risk-taking.

The researchers have identified a correlation between innovation, proactiveness, risk-taking, and institutional performance. The study yielded several findings, with the most noteworthy being the growing importance of leadership in attaining institutional excellence at Tikrit University. This is primarily attributed to leadership's role in fostering creative and innovative capacities, thereby reinforcing the university's inclination towards proactive engagement and seizing market opportunities that contribute to scientific and academic progress.

In their study, Al Maani et al. (2020) aimed to assess the extent of administrative empowerment within Al-Ahliyya Amman University (AAU) and its various dimensions, including the delegation of powers and devolution of authorities, independence, education, and training. The researchers also investigated the impact of these dimensions on the outcomes of the institution, specifically its commitment to quality standards, achievement of goals, and staff performance. The findings of the study indicate that there is a significant relationship between the level of administrative empowerment, encompassing all its dimensions, and institutional performance. Moreover, the level of administrative empowerment, encompassing all its various aspects, demonstrated a statistically significant impact on the adherence to quality standards. The researchers propose the implementation of contemporary management principles, such as career empowerment, Total Quality Management (TQM), and cooperation, within the context of AAU. Additionally, they emphasise the importance of focusing on the qualification of AAU employees. This training programme will support employees in cultivating professional empowerment through the implementation of specific action plans to achieve growth objectives and establish long-term financial assets.

In their study, Shibly et al. (2021) examined the impact of administrative empowerment on the implementation of continuous improvement within the Aqaba Special Economic Zone Authority. In order to address the inquiries, examine, and evaluate the hypotheses of the study, the researcher utilised statistical methodologies, including descriptive and analytical techniques. The results of the study demonstrated that the implementation of administrative empowerment, as indicated by its constituent elements (information sharing, autonomy and freedom in decision-making, reinforcement, and collaboration in work teams), had a significant influence on the continuous improvement of the PDCA (plan, do, check, and act) dimensions within the Aqaba Special Economic Zone Authority. This implies that the administrative processes, instructions, and guidelines of the organisation under examination are designed to facilitate continuous improvement with a significant positive impact. The report proposed the establishment of a facility dedicated to providing training to personnel on the effective utilisation of the system. Furthermore, it is imperative to address the need for appropriate modifications in the organisational framework through the recruitment of competent individuals.

In their research, Giannikis, Grougiou, and Kapoutsis (2021) examine the potential moderating effect of

high-performance workplace systems (HPWSs) on the inverse association between employees' perceptions of organisational entrepreneurial orientation (EO) and job stressors across different contexts. The results of this study provide support for the work demands-resources paradigm, suggesting that High-Performance Work Systems (HPWSs) offer advantages. However, it is important to consider the contextual factors that may influence the impact of HPWSs. When entrepreneurial orientation (EO) perceptions are robust, high-performance work systems (HPWSs) have a relatively minimal impact on reducing work stressors. However, they do provide relief from work-related stressors in situations where entrepreneurial orientation is low. Employees working in service-oriented settings who perceive their organization's equal opportunity (EO) practises to be either low or high tend to experience elevated levels of job stressors, irrespective of their perception of the organization's high-performance work systems (HPWSs). A total of 120 questionnaires were distributed to family businesses in Bahrain, yielding a response rate of 85%. The data underwent statistical analysis using AMOS v25, and the reliability of the model was evaluated using the Alpha Chronbach test. The research yielded significant findings that indicated a correlation between an entrepreneurial mindset and operational performance. In addition, the concept of employee empowerment serves as a mediator in the positive relationship between an entrepreneurial mindset and operational performance.

The primary objective of the study conducted by Suprpto and Widigdo (2021) is to investigate the impact of employee empowerment, organisational justice, conflict, and work motivation on employee performance within a banking institution located in Jakarta, Indonesia. The present study employed a causal research design and utilised data collection methods, including a questionnaire survey administered to a sample of 41 participants. The proposed sampling methodology is a saturated sampling technique. The intended analysis tool is SPSS version 21. The results suggest that specific employee authorizations, organisational fairness, and job incentives exert a positive impact on employee performance. Simultaneously, it can be argued that disagreement has a limited detrimental impact on employee performance. Employee effectiveness is influenced by several crucial factors, including employee empowerment, organisational fairness, conflict management, and job motivation.

In a study conducted by Pivateau (2013), an examination was undertaken to assess the influence of perceived employee empowerment on both employee motivation

and performance. The data obtained from employees of public and commercial banks located in Ankara was analysed for the purpose of this study, employing various statistical techniques and procedures. The analysis of the study's data revealed that the perception of employee empowerment has a positive impact on both workers' motivation to achieve and their performance within the organisational context. Based on the empirical evidence presented in the study, it can be concluded that employee empowerment is a significant predictor of both achievement motivation and contextual effectiveness among employees.

**Research Hypotheses**

- H0: There is no significant relationship between empowering employees and entrepreneurial orientation at a significant level (Sig. ≤0.050).
- H01: There is no significant relationship between Empowering employees and Creativity at a significance level (Sig. ≤0.050).
- H02: There is no significant relationship between Empowering employees and risk-taking at a significance level (Sig. ≤0.050).
- H03: There is no significant relationship between Empowering employees and proactiveness at a significance level (Sig. ≤0.050).
- H04: There is no significant relationship between Empowering employees and independence at a significance level (Sig. ≤0.050).

**3. Methodology**

The primary objective of the methodology was to

investigate the intrinsic relationship between the latent variables. The selection of the survey approach was predicated on its alignment with the stated research objectives, rendering it one of the most viable methods for data collection in this study. A basic random sampling approach is employed to sample the banking industry in Amman, Jordan. The utilisation of SPSS, a highly advanced and dependable data analysis method, was deemed appropriate for the analysis of the data in this study due to its compatibility with the distinctive structural challenges encountered in the field of social sciences. The data collection process involves the utilisation of a questionnaire that has been derived from previous scholarly investigations. The sample population for this study comprises individuals who have previously been employed in the banking sector within the city of Amman, Jordan. The numerical value provided is 450. The survey yielded a total of 245 valid responses following its distribution. According to the Sekaran framework, it is recommended to utilise a sample size of 245 components for the purpose of conducting statistical testing (Sekaran & Bougie, 2016).

**Conceptual Framework**

The independent variable (IV) in this study is the entrepreneurial orientation, which encompasses the dimensions of creativity, risk-taking, proactiveness, and independence. The concept of DV pertains to the process of enabling and enhancing the capabilities of employees, as depicted in Figure 1.

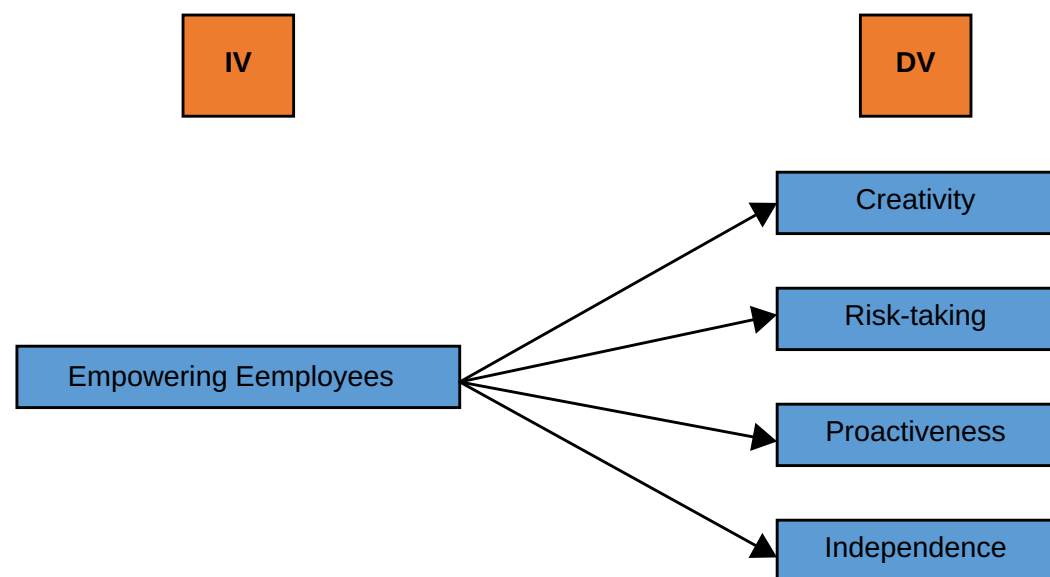


Figure 1: Research framework

**4. Data Analysis**

The allocation of participants in the study's sample was determined by considering demographic factors

such as age, length of employment at the organisation, and educational attainment, etc.

Table 1: The Sample Demographic Characteristics

Variable	Lev-	Num.	Percentage percent
Age	30 yrs. or less	36	27.7
	From 31-40 yrs.	50	38.5
	From 41-50 years	28	21.5
	50 years or over	16	12.3
Job Experience	5 Yrs or less	14	10.8
	6-10 yrs	29	22.8
	11-15 yrs	55	42.3
	16 years or over	32	24.6
Educational Qualification	Medium certificate of diploma or less	7	5.4
	B.A.	95	73.1
	Postgraduate	28	21.5

**Reliability Coefficients**

Table 2 presents the reliability coefficients for the different dimensions of the entrepreneurial orientation

instrument. The coefficients range from 0.731 to 0.921 and 0.884, respectively, for each dimension.

Table 2: Cronbach's alpha values

Variables	Level	Cronbach's Alpha	Number of Items
Entrepreneurial orientation	Creativity	0.921	5
	Risk-Taking	0.713	14
	Proactiveness	0.785	6
	Independence	0.753	10
Empowering employees		0.884	4
Overall questionnaire reliability		0.94.6	7
			46

The findings from Table 3 indicate a substantial level of consensus among the respondents regarding the attributes associated with empowered employees, namely creativity, risk-taking, proactiveness, and independence. The term "IV" is commonly used in academic discourse to denote the concept of empowering employees.

4.11, indicates that all dimensions of independence exhibit significantly elevated levels of appreciation.

Based on the data provided in the preceding table, it can be observed that the sample exhibits an entrepreneurial orientation, as indicated by a mean score of 4.13 and a standard deviation of 0.421 on the items employed to assess this particular independent variable. The banking industry has exhibited a significant presence of an entrepreneurial mindset, positioning itself as a leading force in the realm of technological progress. The arithmetic mean of 4.15 is situated at the highest position, subsequently followed by a state of peril. The arithmetic mean of 4.14, ranking second after the term "proactive" at 4.13, and third after "independence" at

Table 3: Descriptive Statistics of the Study Variables

Mean	Variables	STD	Degree
Entrepreneurial orientation			
4.15	Creativity	0.419	High
4.14	risk-taking	0.468	High
4.13	Proactiveness	0.498	High
4.11	Independence	0.489	High
4.05	Empowering employees	0.499	High

**5. Result and Conclusion**  
**Testing the Study Hypotheses**

Prior to conducting the linear regression analysis to evaluate the research hypotheses, pre-regression tests were performed using a test and skewness coefficient. These tests aimed to ascertain the absence of multicollinearity and outliers in the data. The present study utilised questionnaire survey data to examine the

concept of empowering workers, with a focus on the correlation coefficients and the variance inflation factor (VIF). In an optimal context, a low Variance Inflation Factor (VIF) score signifies a minimal or negligible correlation between the variables. The VIF3, also known as the Variance Inflation Factor, is a statistical measure that represents the reciprocal of the tolerance. Nevertheless, it is acceptable if the quantity is less than ten. A high tolerance value signifies a limited degree of ambiguity, implying that the remaining independent variables demonstrate minimal variability. A commonly employed threshold for the Variance Inflation Factor (VIF) is 10 (Craney & Surlles, 2002). The regression model's independent variables lack a statistically significant association with each other. In order to ascertain the absence of an outlier, we assessed the skewness of the data to ensure its adherence to a normal distribution. Skewness values that fall outside the interval of -1 to +1 are indicative of a distribution that exhibits a high degree of skewness Hubert and Vandervieren (2008). It is important to provide a reference when citing sources in academic writing. Based on Table 4, the sample size of 30 is deemed adequate for a majority of distributions, a recommendation commonly put forth by statisticians. The assumptions regarding the independent variables of the study were met in the context of linear regression.

Table 5: Analysis of Variance

Source	R	R2	sum of squares	Degrees of Freedom	Variance	F	Sig F
Regression	0.839	0.704	22.687	4	5.672	*74.335	0.000
Error	-		9.537	125	0.076		
All	-		32.224	129			

\* a significant level (Sig.≤0.050).

The statistical findings presented in Table 5 indicate that the dependent variable accounts for 70.4% of the variance observed in the independent variable, specifically the empowerment of workers. This level of explanatory power signifies a robust and consistent model. The research investigation. Based on the preceding analysis, the primary hypothesis

Table 6: The (MRA) consequences to measure the effect of the (Empowering employees) in (Entrepreneurial orientation) dimensions.

In.Var	B	The standard error	0.	The T determined magnitude	Sig. α
Creativity	0.187	0.079	0.157	*2.371	0.019
risk-taking	0.029	0.081	0.027	0.358	0.721
Proactiveness	0.147	0.072	0.146	*2.038	0.044
Independence	0.619	0.079	0.606	*7.832	0.000

\*Significant statistically at the significance level (0.05≤α)

Table 4: Multicollinearity and Normality Test

Independent Variable	VIF	Tolerance	Skewness
Creativity	1.851	0.540	0.25
risk-taking	2.443	0.409	0.123
Proactiveness	2.183	0.458	0.500
Independence	2.531	0.395	0.536

The VIF test results indicate that, across all dimensions of the independent variable, the values are consistently below 10 and fall within the range of 2.531 to 1.851. Furthermore, the tolerance test scores can range from 0.540 to 0.395. This observation indicates that there is a low degree of correlation among the dimensions of multicollinearity of the independent variable. The normal distribution of the data was determined by calculating the skew coefficient, Skewness, which yielded values less than 1.

**After examining the quality of the research instrument and the appropriateness of the study variables for statistical tests, the next part of the study is to test the hypotheses**

**The First Hypothesis: H0:** There is no significant relationship between empowering employees and entrepreneurial orientation at a significant level (Sig. ≤0.050). The results of regression analysis of variance to verify the validity of the model Test the main hypothesis.

of the study, as formulated in the Null Hypotheses framework, is refuted. Instead, the alternative hypothesis, which posits a statistically significant impact on worker empowerment, is accepted. The level of significance (α≤0.05) pertaining to the entrepreneurial orientation.

Based on the statistical data provided in Table 6, along with the treatment follow-up (beta) and t-test analyses, it is evident that the independent variables, namely creative proactivity, independence, and independence, exert a statistically significant impact on the dependent variable. The statistical significance of the effect size (beta) was observed at a significance level of 0.05.

Table 7: Step Wise Multiple Regression

ordering the entry of independent elements in the prediction equation	The magnitude of R2 Cumulative determination coefficient	The T determined magnitude	The significance level of T
Independence	0.659	*15.810	0.000
Creativity	0.688	*3.600	0.000
Proactiveness	0.697	*2.166	0.032

\* a significance level (Sig. ≤0.050).

Table 7, as shown before; The regression equation incorporated independent factor dimensions in the following order: independence (first position), which accounted for 65.9% of the variance in the dependent variable (worker empowerment); creativity (second position), which collectively accounted for 68.8% of the variance in the dependent variable (worker empowerment); and lastly, creativity (third position), which accounted for 0% of the variance in the dependent variable (worker empowerment). The final factor, proactivity, when combined with the preceding two factors, contributed to 69.7% of the overall variance. The dependent variable (worker employment) in the regression equation is the uncertainty in the outcome, which is commonly referred to as risk (worker employment).

**Results related to the sub-hypotheses**

H01: There is no significant relationship between Creativity and Empowering employees at a significance level (Sig. ≤0.050).

A T-test was conducted to examine the potential influence of the sub-variables related to creativity on employee empowerment. Based on the statistical analysis conducted at a significance level of 0.019, the obtained correlation coefficient of 2.371, as indicated in Table 6, suggests a weak relationship between the dimensions of creativity and worker empowerment. Based on the aforementioned findings, we can conclude that the null hypothesis H01 is rejected. In the context of nihilism, we embrace the alternative hypothesis, which posits that there exists a statistically significant impact of creativity on the empowerment of employees, with a significance level of 0.05.

There was no statistically significant correlation observed between the risk-taking component and the level of worker empowerment. The statistical significance of the t-value of 0.358 at the 0.05 level, as well as the power of the test, are both important factors to consider in this analysis. The statistical analysis of (Beta) holds considerable significance.

H02: There is no significant relationship between Empowering employees and Risk-taking at a significance level (Sig. ≤0.050).

A T-test was conducted to examine the relationship between sub-variables associated with risk reduction and their impact on employee empowerment. The correlation coefficient of 0.358 at a significance level of 0.721 is not statistically significant at the 0.05 significance level. This conclusion is drawn from the magnitudes determined from Table 6. The results indicate a weak correlation between the dimensions of Reducing risk and worker empowerment. Based on these findings, we reject the H02 hypothesis. In the nihilistic interpretation, we embrace the alternative hypothesis which posits that there exists a statistically significant impact, at a significance level of 0.05, in the reduction of risk through the empowerment of workers.

H03: There is no significant relationship between Empowering employees and Proactiveness at a significance level (Sig. ≤0.050).

The positive impact of proactiveness and its associated subvariables on employee empowerment has been demonstrated through the utilisation of a T test. The observed value of t, 2.038, at a significance level of 0.044, is statistically significant when compared to the significance level of 0.05. The obtained magnitudes from Table 6 indicate a weak correlation coefficient between the proactiveness dimension and worker empowerment. In accordance with the present context, we will adopt the pessimistic rendition of the alternative hypothesis, which posits: There is a statistically significant impact observed at a significance level of 0.05 in the context of empowering workers through proactiveness.

H04: There is no significant relationship between Empowering employees and Independence at a significance level (Sig.  $\leq 0.050$ ).

The T-test is employed to examine the positive impact of the independent variables on employee empowerment. The findings of the study indicate a limited correlation coefficient between the dimension of independence and worker empowerment, as presented in Table 6 ; as a result, we do not accept the H04 hypothesis, which requires a t-value of less than  $=0.000$  to be statistically significant. We accept the null hypothesis in its pessimistic version, which says: The level of significance (0.05) indicates a statistically significant influence in the direction of workers' increased freedom of action.

## 6. Conclusion and Recommendations

This study endeavours to rectify this disparity by utilising empirical data, and its significance lies in its ability to bridge a significant void in the existing body of literature.

- The results of the study indicated a statistically significant relationship between entrepreneurial orientation and the empowerment of individuals within the banking sector. This implies that the aforementioned banks' inclination towards leading the way and their commitment to innovation, willingness to take risks, ability to identify market opportunities, involvement in entrepreneurial endeavours, and drive to compete are realised through the performance of their management and employees. This finding aligns with the results reported by Beshr et al. (2023).
- The findings of the study indicate that creativity plays a significant role in enhancing employee empowerment. This is achieved through the implementation of research and development strategies, exploration of investment opportunities, adoption of innovative and unique approaches, and active involvement of groups in decision-making processes across all levels of administration.
- The results of the study indicated that the impact of risk on employee empowerment within the banking sector was minimal. This finding suggests that the banks under examination employ risk-taking as a strategic approach to achieve leadership and demonstrate courage in implementing innovative ideas. These activities are restricted to individuals in senior and middle management positions, thereby potentially lacking the ability to effectively empower people.
- The study's results indicate that the dimensions of independence and proactivity significantly influence

the empowerment of workers in the banking industry. These findings suggest that the banking sector possesses the capacity to adapt to external business environment changes, delegate tasks to employees, and involve them in decision-making processes.

## 7. Recommendations

Further scientific investigations in various domains pertaining to the subject matter of the current study are being conducted.

- Beyond the confines of the banking sector, with the objective of generating profits from its discoveries and disseminating its recommendations.
- The imperative for financial institutions to adopt a risk-taking approach in order to implement innovative concepts and foster entrepreneurial endeavours.
- Banks actively adopt novel research and development strategies and generate innovative ideas to enhance their capacity in perceiving the external landscape, responding to shifts, and leveraging available opportunities.

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