

The Influence of Employee Empowerment in Increasing the Effectiveness of Risk Management Strategies

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Abstract:

Current study aimed at examining the influence of employee empowerment in the effectiveness of risk strategies through evaluating empowerment drivers including (Culture, Information sharing, Competency development, Resource provision and Management Support). Total of (239) questionnaires were distributed on employees within construction sector in Jordan, through analysis, it appeared that employee empowerment drivers positively influence the effectiveness of risk strategies, in addition to that, the effectiveness of risks strategies are majorly influenced by managements support and culture mainly scoring a R value of .668 and .487 respectively, Competency development appeared to be influential in 3rd rank and Information sharing and resource provision came in the 4th and 5th.

Study recommended building vision among empowered employees as the first step towards empowerment because visibility provides employees with a sense of what will be done next, thus it leads them to creativity, and allows them to make decisions that go in the direction that the administrative leadership believes is correct.

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Introduction

As a result of managerial practices within all organization in different areas of work, the human element is seen as the most important resource used by modern organizations, this is because it is the thinker and is the means and purpose of production and services operations, as it is the conscience of the organization and its beating heart and conscious awareness of what is going on around it, changes and events, and this is what makes the human factor vulnerable to professional pressure that motivates or discourages their motivation for achievement (Valsania et al, 2016).

According to Burke et al (2015) researchers in the field of organizational behavior paid a lot of attention during the past decades on the idea of empowerment, where many studies focused on knowing the motives and importance of empowerment and the implications for it, and the impact of individual differences on the empowerment mechanism and methods, and this

interest is due to the major effects of empowerment both at the level Individual or organization The results of many studies have shown that the most priority individuals for empowerment are accountants, lecturers, managers, teachers and other professions whose performance requires direct contact with others to a large extent and take many important decisions.

Problem Statement

Due to the multitude of work many employees in their position do; and because organizational empowerment is one of the incentive methods to mobilize all energies within the organization by establishing trust between heads and subordinates, breaking administrative and organizational boundaries, and activating true participation in decision-making processes, as well as giving workers freedom to act and help them take risks (Tariq et al, 2016). On the other hand, Hirzel et al (2017) noted that organizations today have a set of tools that facilitate meeting their institutional needs

in a timely manner, and these include cooperation mechanisms, social media, and other communication programs. Any presence of the traditional top-down classification approach to management may hinder business development. Even management and other bureaucratic processes may hinder decision-making and stifle talent and a sense of innovation.

Some studies presented doubts and questions about the reality of implementing the concept of empowerment in management and the difficulty of its implementation on the ground, and despite these doubts, there are international companies and large and small institutions that started practicing this concept, and find positive returns not only on moral levels (such as employee satisfaction and loyalty), but rather on Physical levels such as profits and revenues as well.

Potnuru et al (2019) saw that empowerment is a state that can be reachable if the organization followed a well-built approach to prepare employees with the needed tools and information like provision, training, development, and abilities which can be helpful to not only develop the performance of an organization but also to manage its risks in a different more reliable approach. From another perspective, Motebele and Mbohwa (2013) noted that sharing information and supporting resource provisions for empowered employees can help in developing effectiveness of an organization especially in the field of taking risks and managing them.

Based on that, current study seeks to examine the influence of empowerment drivers on the effectiveness of risks management strategies within construction sector in Jordan through the fiscal year 2020. In framing variables of study the following model was reached:

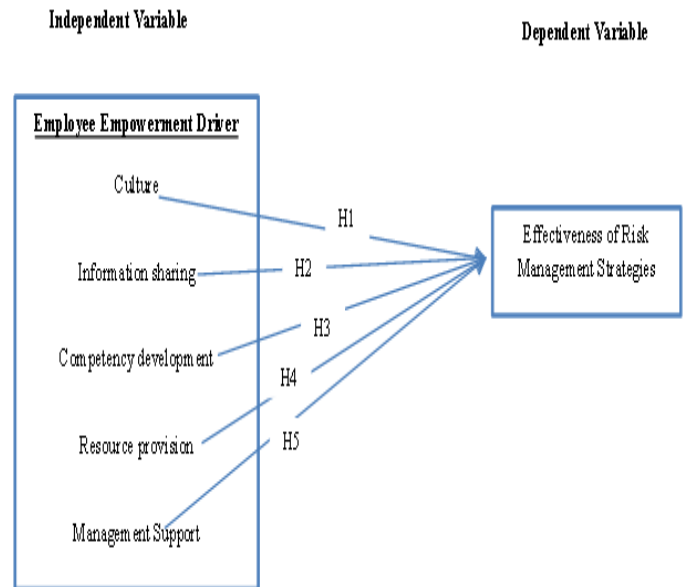


Figure (1): Study Model (Potnuru et al, 2019; Motebele and Mbohwa, 2013)

As it can be seen within previous model, a set of hypotheses were buildable:

H: Employee Empowerment Driver positively influence the effectiveness of risk management strategies

H₁: Culture positively influences the effectiveness of risk management strategies

H₂: Information sharing positively influences the effectiveness of risk management strategies

H₃: Competency development positively influence the effectiveness of risk management strategies

H₄: Resource provision positively influence the effectiveness of risk management strategies

H₅: Management support positively influence the effectiveness of risk management strategies

Literature Review

The term empowerment according to Hanaysha (2016) means a language of empowerment or reinforcement, and the word empowered (mentioned) was mentioned in the sense of making him able to do a certain thing and it is said that the man was able to do something that became more capable of him, as it is said that a person is able to learn or from a certain skill in the sense of an educated person with knowledge or profession, while Newman et al (2017) saw it as it is one of the most important outcomes of participation in the processes, decisions, and procedures among

workers; that enhances their intrinsic motivation towards these activities, and increases the empowerment of their awareness of the importance of the work that they practice so that it is meaningful and challenging, while possessing the ability and responsibility in the work environment.

Organizational Empowerment

According to Rubin and Babbie (2016), empowerment is one of the methods used to enhance the role of employees in collective decision-making within the facility, which contributes to increasing their efficiency and job effectiveness. Cornwall (2016) defined empowerment as giving workers a temporary authority, or a functional role to express their views on the nature of the work, and this leads them to be able to influence the final results, which will be reached after applying one of the opinions, while Hepworth et al (2016) defined empowerment as supporting the employee's effectiveness by enabling them to obtain their independence within the work environment, while ensuring that they maintains the development of their performance, and taking advantage of their experience to achieve the goals required of them. Bravo et al (2015) defined empowerment as giving workers in the region the strength, freedom, and information to make decisions and participate in making them, meaning that it is the ability to be an effective individual, and to have independence in performing work, experience and ability to influence when performing work and achieving goals.

Dimensions of Organizational Empowerment

Sharma and Garg (2017) noted that empowerment isn't a strategy to be adopted and then abandon whenever it proves its inefficiency; it is more of a stream of thinking, a level of awareness and an ability of organization to be delegate authority within the best environment possible. From that point, Prathiba (2016) noted that there are dimensions that formulates the overall concept of empowerment, those dimensions included:

- Competences

They are all cognitive and scientific skills that are available to employees, and make them able to do the work required of them in an appropriate manner, and are consistent with the general work environment in the facility, and whenever the employees' experiences are sufficient, this contributes to increasing their ability to carry out

their functional roles successfully.

- Trustworthiness

It is an incentive that enables positive interaction between managers, employees, and all workers in different sectors of the workplace within the facility. Mutual interest between everyone leads to success, and the development of work enhances their confidence in each other, and then enables them to perform their jobs in an appropriate environment (Permana et al, 2015). Hsieh et al (2018) stated that trustworthiness is achieved through caring for others, and for the manager to be in the ranks of workers in what happens to them from good or evil, and shares their concerns and problems with them, and this interest, honesty and frankness leads to empowerment, and makes subordinates behave as if they are the owners of the organization or at least as if they are partners in it, and therefore exert more energy than In order to change and develop for the better, as well as give impetus to self-development, through the acquisition of knowledge and knowledge and the continuity of learning.

- Preciseness

Is to provide accurate information from managers to employees and vice versa, by relying on enhancing the role of communications in connecting them, and the more accurate the information contained in the means of communication, the more it leads to strengthening enabling all workers in the facility to carry out the tasks required of them (Choi et al, 2016).

- Incentives

It is a group of moral and material means that management in companies is keen to provide to employees, so that they are able to achieve success in their jobs and their continuity in work efficiently, which leads to encouraging them to take responsibility for their work and raising their morale to continue in developing work (Hanaysha et al, 2016).

Based on that, and in reference to dimensions of empowerment, enabling the strategy of empowerment won't be an easy job, it requires many aspects that help in providing a more suitable state for empowerment, according to Hanaysha and Tahir (2016) this includes strengthening the role of work teams as it is one of the basic requirements for the

success of empowerment, which depends on the integration of employees within the work environment, through relying on providing strategies that help them form teams, which are based on supporting decision-making that depends on cooperation between team members, in order to enable them to reach the right decisions. On the other hand, Kim and Fernandez (2017) noted that real empowerment requires orientation which can be summarized in the role of managers to follow up on employees by defining their powers, then enabling them to work within them freely, but with the need to adhere to the rules and the organization's job system. From another perspective, Ginsburg et al (2016) argued that leadership is one of the most important requirements of empowerment as it is administrative leadership: it is the authority that grants employees the authority to enable them to make a decision, while ensuring that they are able to reach the right decision, and when failing to make a decision, the administrative leadership empowers the employees by providing the means and tools to support them.

Employee Empowerment Drivers Culture

In light of the rapid changes in the business environment and the pressures accompanying global competition, organizations pay attention to adopting modern management concepts to achieve better risk management and a higher possibility to withstand surprises and deal with them in a successful administrative manner, and therefore it is not surprising that many companies pay a noticeable attention to the extent of individuals' awareness of the concept of empowering what It has an effective impact on improving performance and job satisfaction, as the concept of empowerment is mainly concerned with establishing and building trust between management and employees, motivating them and their participation in decision-making and breaking internal administrative and organizational boundaries between administration and workers (Francescato and Aber, 2015).

According to Hasani and Sheikhesmaeili (2016) culture of the organization is an essential element for adopting the concept of empowerment, which the leaders and managers of organizations must understand their dimensions and elements because

they are the environmental medium in which organizations live and which affects the type of behavior that interacts with others or with their workers, where the culture of the organization is considered a reflection of the general culture as the individual takes his culture from the family, then the school and the university, then he takes with him everything that was learned in the previous period to work, so he takes the behavior that he previously learned, then adapts so that his organizational behavior becomes part of his general behavior, so the organizational culture affects and is influenced by the general culture, and thus affects the behavior of the individual In the organization and society, to the extent that it is affected by the dimensions of empowerment, its goals and the mechanism for dealing with it.

Information sharing

For an individual to be familiar with the information means being empowered ... This is what he affirmed Chib (2016) about the idea of sharing information and its importance in the field of administrative empowerment. Information sharing according to Azeem et al (2015) is one of the axioms for ensuring a strong risk strategy and prudent management of potential risks in the organization, and as long as there are two processes and logical sharing of information, it means that there is the ability to familiarize all officials with what is required of them, and thus the ability to manage risk in a smooth and fast manner error free.

Competency development

The main assumption in the idea of empowerment is that decision-making authority must be delegated to front-line workers by management in order for them to be able to respond directly to the organization's requests, problems, and needs. Accordingly, developing their skills is considered one of the most important constituents of empowerment and a way to help the organization reach a distinctive stage of strong empowerment outcomes. The idea of developing employee skills is to follow the means and strategies to overcome the skill gaps that exist among workers and develop them in order to build a fertile environment for empowerment. Bin Abdullah et al (2015) indicates that training courses and training lectures on the concept of leadership and empowerment in addition to integrating employees with the strategies and plans of the organization in

the work, it is possible that the outputs of empowerment will be well and according to what was expected of it.

Training is one of the most important elements that develops the worker and makes him have more experience in the tasks assigned to him. Perhaps here lies a reference to a very important thing that must be paid attention to and taken into account: the necessity of applying training to new individuals in the organization; while training is focused on new individuals in the administrative field, the empowerment outputs are close and beneficial, as training is an important factor in empowering the individual in the organization. And the training should coincide with the requirements of the times and the developments of the administrative process techniques (Madani and Ahmadi, 2015).

Resource provision

Having a clear system for empowered individuals provides them with the organization's goals and responsibilities, reducing the ambiguity that often accompanies empowerment efforts. It has been found that there is a strong correlation between the ambiguity of the role assigned to the worker and empowerment. The goals and tasks that are usually highly flexible fall in the field of uncertainty and ambiguity. For example, the absence of goal setting may lead to a conflict of purpose across many stakeholders. The ambiguity or lack of clarity of the organization's lines may also create uncertainty when individuals try to satisfy the expectations of many stakeholders in the organization in general.

Resource provision as according to Tremblay and Landreville (2015) would diminish the dominance of passion, favoritism and courtesy. Individuals who are empowered with new powers should be with reliable specifications and free from any sectarian or tribal influence or cultural bias, also they should be of high capabilities, boldness and wisdom that qualify them to make decisions without courtesy, favoritism, and without anxiety (Macsinga et al, 2015). From spoiling the general atmosphere, here the value of order and direction emerges as an important element of administrative empowerment. It is well known to everyone that administrative work in organizations is hardly similar to any other administrative work, as the boundaries remain invisible and areas of familiarity are open, whether intellectual or social. Here also lies the skill of

management in combining discipline and discipline between family and harmony.

Support

In the event that administrative support is lost or weakened, employees will be concerned about obtaining permission before taking action rather than asking for forgiveness in case of mistakes. Managers must believe that the organization's empowerment program will constitute a support and support process for managerial work and development for workers. The culture of trust must be promoted at the organizational and higher levels of management through training so that the manager trusts his capabilities and the correctness of his decisions and at the same time trusts the capabilities of employees (Jiang et al, 2016).

Methods

In order to achieve aims of study; researcher followed a quantitative approach which depended on a questionnaire as a tool of study. The tool was divided into two main sections; the first took into perspective demographic variables of study while the other section contained statements related to dependent and independent variables.

Population of study consisted of employees within construction sector in Jordan. A sample of (350) individuals was chosen to resemble population of study, researcher was able to retrieve (239) properly filled questionnaires which indicated a response ration of 68.2%.

Data screening and analysis was done using SPSS which employed multiple test including descriptive statistics, multiple regression, anova and coefficient. In order to test the reliability of study tool; Cronbachs' alpha was used and it showed that all items scored (0.921) which appeared to be higher than 0.60 indicating the tool consistency that enhanced its use for the study.

Results

Demographics

Table (1): Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	128	53.6	53.6	53.6
	Female	111	46.4	46.4	100.0
	Total	239	100.0	100.0	

In table (1), it can be seen that majority of sample was males forming 53.6% of total respondents with frequency

of 128 individuals compared to females who formed 46.4% of total sample with frequency of 111 individuals.

Table (2):Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	53	22.2	22.2	22.2
	31-36	49	20.5	20.5	42.7
	37-42	38	15.9	15.9	58.6
	+43	99	41.4	41.4	100.0
	Total	239	100.0	100.0	

Table (2) above highlighted sample characteristics according to age, it appeared that majority of sample was above 43 years old forming 41.4% with frequency of 99 individuals, followed by individuals age ranged between 25-30 years old forming 22.2% of total sample with

Questionnaire Results

frequency of 53 individuals.

Table (3):Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	50	20.9	20.9	20.9
	BA	48	20.1	20.1	41.0
	MA	34	14.2	14.2	55.2
	PhD	107	44.8	44.8	100.0
	Total	239	100.0	100.0	

Table (3) highlighted sample characteristics according to education, and it appeared that majority of sample held PhD degree forming 44.8% of sample compared to the least degree held which was MA forming 14.2% of total sample.

Table (4):Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Employee Empowerment Drivers					
Culture					
Organizational culture supports employee empowerment	239	1	5	3.17	1.276
Visions and values of an organizational culture helps to better empowerment	239	1	5	3.07	1.250
Some practices in the culture helps to narrate empowerment in a better shape	238	1	5	3.29	1.477
Setting a vivid organizational goal supports trials to empowering employees	237	1	5	4.05	1.086
Information sharing					
Sharing knowledge and information is a key aspect in empowerment	238	1	5	4.01	1.129
Information monopoly can't deliver employees to acceptable empowerment	237	1	5	4.09	1.081
All sensitive data must be shared responsibility to empowered employees	237	1	5	3.07	1.374
All empowered employees have access to information that help them elevate their performance	238	1	5	3.18	1.374
Competency development					
Employees' competencies are evaluated all the time for the sake of empowerment	238	1	5	3.14	1.260
There is continuous training courses and seminars to develop talents and abilities of employees	239	1	5	3.09	1.145
HR department recruits employees who are willing to learn and develop their competencies	239	1	5	3.84	1.025
All employees have high levels of competences so they can be empowered to take decisions anytime	239	1	5	3.07	1.235
Resource provision					
All resource are available for employees	239	1	5	3.13	1.360
Empowerment resources are updated to match current situations	239	1	5	3.53	1.253
Department built credible reports that give an indication of available resources	239	1	5	3.16	1.287

There is always a space to widen resources and develop their provision with empowerment	236	1	5	3.47	1.120
Management Support					
Management always support empowerment initiatives	237	1	5	3.34	1.114
Any employee have a direct access to management	237	1	5	3.54	1.043
The higher management follows any empowerment initiatives and its application	237	1	5	3.25	1.063
Leadership is trained to empower and pass empowerment to others according to their abilities	235	1	5	3.24	1.080
Effectiveness of Risk Management Strategies					
Risk strategies are adopted to the core in the organizations	236	1	5	3.26	1.023
Every department has its own risk strategy that is followed by its empowered employees	236	1	5	3.06	1.214
The organization always makes sure that essential employee can react in case of emergency	236	1	5	3.34	1.050
Risk strategies are voted over by empower employees and those who are able to take decisions	236	1	5	3.02	1.185
Valid N (listwise)	230				

As it can be seen from table (4), attitudes of respondents towards statements of questionnaire appeared to be positive given that all statements' means scored higher than mean of scale 3.00 which is considered as a positive indicator. At the same time, attitudes of respondents towards variables of questionnaires were calculated in table (5), and all attitudes appeared to be positive given that all variables' means scored higher than mean of scale 3.00 which was also seen as a good indicator.

Table (5):Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Culture	239	1.25	5.00	3.3975	.83418
Sharing information	238	1.00	5.00	3.5889	.88997
Competency development	239	1.25	5.00	3.2845	.82669
Resource Provision	239	1.00	5.00	3.3187	.98270
Management Support	237	1.00	5.00	3.3428	.90504
Effectiveness of Risk Management Strategies	237	1.00	5.00	3.1677	.97429
Valid N (listwise)	236				

Hypotheses Testing

Main Hypothesis

H: Employee Empowerment Driver positively influence the effectiveness of risk management strategies

Table (6):Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686 ^a	.471	.460	.71763

Table (7):ANOVA^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	105.545	5	21.109	40.989	.000 ^b
Residual	118.447	230	.515		
Total	223.992	235			

Table (8):Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.302	.233		1.291	.198
	Culture	.107	.080	.092	1.343	.180
	sharing	.074	.071	.068	1.043	.298
	Competency	.171	.081	.145	2.112	.036
	provision	-.095	.072	-.095	-	.188
	Support	.593	.071	.551	8.355	.000

Above table provides results of multiple regression of 0.686 as the R-value confirmed that the dependent and independent variables are strongly correlated. However, with an F value of 40.989 at 0.05 it was concluded that Employee Empowerment Driver

positively influences the effectiveness of risk management strategies.

Sub-Hypotheses

H1: Culture positively influences the effectiveness of risk management strategies

Table (9):Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.487 ^a	.237	.234	.85277

Table (10):ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.126	1	53.126	73.054	.000 ^b
	Residual	170.895	235	.727		
	Total	224.021	236			

Table (11):Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
1	(Constant)	1.231	.233	5.278	.000
	Culture	.569	.067	8.547	.000

Above table provides results of linear regression of 0.487 as the R-value confirmed that the dependent and independent variables are moderately correlated. However, with an F value of 73.054 at 0.05 it was concluded that Culture positively influences the effectiveness of risk management strategies

H2: Information sharing positively influences the effectiveness of risk management strategies

Table (12):Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.427 ^a	.182	.179	.88304

Table (13):ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.776	1	40.776	52.293	.000 ^b
	Residual	183.244	235	.780		
	Total	224.021	236			

Table (14):Coefficients ^a					
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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.492	.239		6.252	.000
	sharing	.467	.065	.427	7.231	.000

Above table provides results of linear regression of 0.427 as the R-value confirmed that the dependent and independent variables are moderately correlated. However, with an F value of 52.293 at 0.05 it was concluded that Information sharing positively influences the effectiveness of risk management strategies

H3: Competency development positively influence the effectiveness of risk management strategies

Table (15):Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.466 ^a	.217	.214	.86392

Table (16):ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.625	1	48.625	65.149	.000 ^b
	Residual	175.396	235	.746		
	Total	224.021	236			

Table (17):Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
1	(Constant)	1.354	.232	5.846	.000
	Competency	.551	.068	8.072	.000

Above table provides results of linear regression of 0.466 as the R-value confirmed that the dependent and independent variables are moderately correlated. However, with an F value of 65.149 at 0.05 it was concluded that Competency development positively influence the effectiveness of risk management strategies

H4: Resource provision positively influence the effectiveness of risk management strategies

Table (18):Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.398 ^a	.158	.155	.89583
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Table (19):ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	35.432	1	35.432	44.151	.000 ^b
Residual	188.589	235	.803		
Total	224.021	236			

Table (20):Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.859	.205		9.050	.000
provision	.394	.059	.398	6.645	.000

Above table provides results of linear regression of 0.398 as the R-value confirmed that the dependent and independent variables are moderately correlated. However, with an F value of 44.151 at 0.05 it was concluded that Resource provision positively influence the effectiveness of risk management strategies

H5: Management support positively influence the effectiveness of risk management strategies

Table (21):Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668 ^a	.447	.444	.72769

Table (22):ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	100.081	1	100.081	188.999	.000 ^b
Residual	123.911	234	.530		
Total	223.992	235			

Table (23):Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.758	.182		4.175	.000
Support	.720	.052	.668	13.748	.000

Above table provides results of linear regression of

0.668 as the R-value confirmed that the dependent and independent variables are strongly correlated. However, with an F value of 188.999 at 0.05 it was concluded that Management support positively influence the effectiveness of risk management strategies

Discussion

Current study aimed at examining influence of employee empowerment on the effectiveness of risk strategies. For that sake, researcher distributed a total of (239) questionnaire on employees within construction sector in Jordan. After analysis, results of study indicated a positive influence of empowerment drivers on the effectiveness of risk strategies that is attributed to management support and organizational culture as two main most influential drivers.

However, study found out that:

- There is a good level of awareness regarding empowerment drivers within construction sector employees as their attitudes towards statements of questionnaires scored higher than mean of scale 3.00.
- Management support appeared to be the most influential empowerment driver compared to other drivers scoring an R value of 0.668.
- Organizational culture appeared to be influential in increasing effectiveness of risk strategies scoring an R value of 0.487 and coming in the 2nd rank.
- Competency development appeared to be influential in 3rd rank in increasing effectiveness of risk strategies with an R value of 0.466.
- Information sharing and resource provision came in the 4th and 5th rank in influence scoring an R value of 0.427 and 0.398 respectively.

The roots of empowerment are due to the School of Human Relations, which in turn has emerged as a reaction to the neglect of the human side in the work that was represented in the emphasis of the School of Scientific Management of Taylor on production more than employees, and therefore empowerment can be considered an advanced stage of the ideas of the School of Human Relations that focuses on the importance of employee participation, and is considered the concept of empowerment is part of a comprehensive change that will be seen as a fact in

business administration for this era. This concept appeared in the late twentieth century as a key indicating the practice of democracy in organizations that are embodied through the application of the logic of self-management of employees to form teams.

Results of study rhymed with what came along with Hirzel et al (2017) when he argued that employees who are empowered want to feel that they are familiar with the vision and strategy of senior management. Empowerment can be effective if it is linked to the goals of the organization, where senior management needs to create consensus about the vision and mission of the organization and the values and goals it seeks to achieve, and when clarifying the vision and mission of the organization for individuals. Those who have been empowered will undoubtedly feel they have the ability to act freely in their work rather than awaiting orders and directions from supervisors. On the other hand, Tariq et al (2016) agreed with study results when he stated that the idea of empowerment is coupled with a set of dimensions as previously indicated, which together constitute the infrastructure for dealing creatively and administratively with potential risks within organizations. Also, an unstable environment characterized by many risks that would put the organization in a somewhat sensitive situation, therefore the idea of empowerment comes as a way to help individuals working in the importance of risk management and the foundations for its success at many levels through enjoying various dimensions such as sharing information and all employees should be aware of the required information, in addition to the existence of a supportive organizational culture, - as according to Fernandez and Moldogaziev (2015) - and administrative support committed to empowering employees, so that the current study illustrated the importance of administrative support - considering that it appeared as one of the most powerful variables in the analysis - and the management mechanism in supporting individuals working to enable them to properly make appropriate decisions at appropriate times.

Risk management should be part of the professional staff's mindset and way of thinking, and Rimondini et al (2019) believes that employees have a significant contribution to effective enterprise risk management through their roles as active employees

within their departments and positions, which enables them to add significant value to the organizational process outputs at all times. He also pointed out that employees in any organization, whatever the nature of its activity, are of great importance, as they are individuals who look abroad and provide valuable insights to risk management in a way that supports their institutions in responding to the uncertainty and ability to achieve their goals.

Conclusion

Generally speaking, it was found that the organization has a big role to do more to empower employees in order to enhance their contribution in managing the organization's risks, especially in the field of financing, managing financial reports and compliance risks. Business requires taking risks and seizing opportunities to succeed. The primary role of the accountant in risk management is not only in reducing risk, but also in promoting and facilitating effective risk and opportunity management to support value creation and preservation over time. This involves focusing on the benefits of smart risk as well as the need to mitigate and control risks. Through managing enterprise risk, this requires information and analysis that may indicate success or failure, and support for decisions about possible business paths. On the other hand, the study demonstrated that the idea of empowerment within the concept of risk management provides a platform to provide additional value in the work by improving the decision-making process and enhancing ideas and information available to boards of directors while dealing with uncertainties by empowering employees with all the information and tools to control risks. And identifying the means and mechanisms to combat them and leaving them with minimal losses, where it was found that enabling the employee, for example, from all the required information enhances the appropriate decision-making process at the time and works time without the need to return to the higher management, the matter that guarantees the improvement of the level and method of dealing with Risk by following the strategies adopted in that regard by reference to adequate support provided by the empowerment theory.

Recommendation

Based on aforementioned results, current study recommended:

- Implementing a fair and rewarding system that is based on material and moral incentives for empowered employees including job safety guarantees, promotions based on qualifications, abilities, and other benefits for potential empowered employees.
- Building vision is the first step towards empowerment; visibility provides employees with a sense of what will be done next, thus it leads them to creativity, and allows them to make decisions that go in the direction that the administrative leadership believes is correct.
- The mission of the organization must be supported by the fundamental values that the organization believes in by giving workers the space to do the work and giving them the confidence necessary to make decisions.

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