


**THE IMPACT OF THE HUMAN RESOURCES EMPOWERMENT STRATEGY ON  
ACHIEVING STRATEGIC OBJECTIVES IN COMMERCIAL BANKS IN JORDAN**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 20 January 2023</p> <p><b>Accepted</b> 14 March 2023</p> <p><b>Keywords:</b></p> <p>Human Resources; Empowerment Strategy; Strategic Objectives; Commercial Banks in Jordan.</p> <div data-bbox="172 1016 480 1263" style="text-align: center;">  </div>	<p><b>Purpose:</b> The aim of this study is to examine the impact of the strategy of empowering human resources in achieving strategic goals in commercial banks in Jordan.</p> <p><b>Theoretical Framework:</b> The banks in Jordan are characterized by their diversity, there are three categories of commercial banks: the public sector, the private sector, and foreign banks. It makes it in constant competition, which requires empowering their human resources to achieve the strategic goals they seek.</p> <p><b>Design/Methodology/Approach:</b> The study collected (356) answers from employees of nine commercial banks in Jordan and conducted a regression analysis to conclude that empowering human resources has a role in achieving strategic goals, and percentages by adopting the weighted average calculation for the level of application of each. The studied variables.</p> <p><b>Findings:</b> The study reached there is an effect of the strategy of empowering human resources represented by participation in decision-making, freedom of responsibility, training and education in achieving strategic goals in the Jordanian trade banks, while there was no effect of the supporting culture strategy in achieving strategic goals in Jordanian commercial banks from the point of view of its employees. And The level of application of the strategy of empowering human resources with its dimensions of training, education, supportive culture, participation in decision-making, and freedom of responsibility is medium, and the level of application of strategic goals of innovation, productivity, and social responsibility is medium.</p> <p><b>Research, Practical &amp; Social Implications:</b> The study determines how the application of human resources empowerment strategies in commercial banks can contribute to achieving strategic goals, and the study also identifies the level of</p>

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following the human resources empowerment strategy, and the Level of implementation of strategic objectives in commercial banks in Jordan.

**Originality/value:** The value of the study to clarify the importance of activating the strategy of empowering human resources as an important factor is necessary in developing strategic goals, especially in the era of knowledge economy

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## O IMPACTO DA ESTRATÉGIA DE CAPACITAÇÃO DE RECURSOS HUMANOS NA CONSECUÇÃO DE OBJETIVOS ESTRATÉGICOS EM BANCOS COMERCIAIS NA JORDÂNIA

### RESUMO

**Objetivo:** O objetivo deste estudo é examinar o impacto da estratégia de capacitação de recursos humanos na consecução de objetivos estratégicos em bancos comerciais na Jordânia.

**Estrutura teórica:** Os bancos na Jordânia são caracterizados por sua diversidade, existem três categorias de bancos comerciais: o setor público, o setor privado e os bancos estrangeiros. Isso o torna em constante competição, o que requer a capacitação de seus recursos humanos para atingir os objetivos estratégicos que buscam.

**Design/Methodologia/Aproximação:** O estudo coletou (356) respostas de funcionários de nove bancos comerciais na Jordânia e conduziu uma análise de regressão para concluir que a capacitação de recursos humanos tem um papel no alcance das metas estratégicas, e percentuais adotando o cálculo da média ponderada para o nível de aplicação de cada um. As variáveis estudadas.

**As conclusões:** O estudo alcançado ali é um efeito da estratégia de capacitação de recursos humanos representada pela participação na tomada de decisões, liberdade de responsabilidade, treinamento e educação para alcançar metas estratégicas nos bancos comerciais jordanianos, enquanto não houve efeito da estratégia de cultura de apoio para alcançar metas estratégicas nos bancos comerciais jordanianos do ponto de vista de seus funcionários.

E o nível de aplicação da estratégia de capacitação de recursos humanos com suas dimensões de treinamento, educação, cultura de apoio, participação na tomada de decisões e liberdade de responsabilidade é médio, e o nível de aplicação das metas estratégicas de inovação, produtividade e responsabilidade social é médio.

**Pesquisa, Práticas e Implicações Sociais:** O estudo determina como a aplicação de estratégias de empoderamento de recursos humanos em bancos comerciais pode contribuir para alcançar objetivos estratégicos, e o estudo também identifica o nível de acompanhamento da estratégia de empoderamento de recursos humanos e o nível de implementação de objetivos estratégicos em bancos comerciais na Jordânia.

**Originalidade/valor:** O valor do estudo para esclarecer a importância de ativar a estratégia de empoderamento de recursos humanos como um fator importante é necessário no desenvolvimento de metas estratégicas, especialmente na era da economia do conhecimento.

**Palavras-chave:** Recursos Humanos, Estratégia de Empoderamento, Objetivos Estratégicos, Bancos Comerciais na Jordânia.

## IMPACTO DE LA ESTRATEGIA DE POTENCIACIÓN DE LOS RECURSOS HUMANOS EN LA CONSECUCIÓN DE LOS OBJETIVOS ESTRATÉGICOS DE LOS BANCOS COMERCIALES DE JORDANIA

### RESUMEN

**Objetivo:** El objetivo de este estudio es examinar el impacto de la estrategia de potenciación de los recursos humanos en la consecución de los objetivos estratégicos en los bancos comerciales de Jordania.

**Marco teórico:** Los bancos en Jordania se caracterizan por su diversidad, hay tres categorías de bancos comerciales: el sector público, el sector privado, y los bancos extranjeros. Lo hace en constante competencia, lo que requiere potenciar sus recursos humanos para lograr los objetivos estratégicos que buscan.

**Diseño/Methodología/Enfoque:** El estudio recogió (356) respuestas de empleados de nueve bancos comerciales de Jordania y realizó un análisis de regresión para concluir que la potenciación de los recursos humanos desempeña un papel en la consecución de los objetivos estratégicos, y porcentajes adoptando el cálculo de la media ponderada para el nivel de aplicación de cada una. Las variables estudiadas.

**Conclusiones:** El estudio llegó a la conclusión de que existe un efecto de la estrategia de potenciación de los recursos humanos representada por la participación en la toma de decisiones, la libertad de responsabilidad, la formación y la educación en la consecución de los objetivos estratégicos en los bancos comerciales jordanos, mientras que no hubo ningún efecto de la estrategia de cultura de apoyo en la consecución de los objetivos estratégicos en los bancos comerciales jordanos desde el punto de vista de sus empleados.

Y El nivel de aplicación de la estrategia de potenciación de los recursos humanos con sus dimensiones de formación, educación, cultura de apoyo, participación en la toma de decisiones y libertad de responsabilidad es medio, y el nivel de aplicación de los objetivos estratégicos de innovación, productividad y responsabilidad social es medio.

**Implicaciones prácticas, sociales y de investigación:** El estudio determina cómo la aplicación de estrategias de potenciación de los recursos humanos en los bancos comerciales puede contribuir a la consecución de los objetivos estratégicos, y el estudio también identifica el nivel de seguimiento de la estrategia de potenciación de los recursos humanos, y el nivel de aplicación de los objetivos estratégicos en los bancos comerciales de Jordania.

**Originalidad/valor:** El valor del estudio para aclarar la importancia de la activación de la estrategia de potenciación de los recursos humanos como un factor importante es necesario en el desarrollo de objetivos estratégicos, especialmente en la era de la economía del conocimiento

**Palabras clave:** Recursos Humanos, Estrategia de Potenciación, Objetivos Estratégicos, Bancos Comerciales en Jordania.

## INTRODUCTION

The changes in the nature of production relations since the nineties of the last century have led to the emergence of modern concepts that have established the importance of paying attention to the human side and taking care of human resources (Edwardes, 2002). The mutual participation of employees and senior management is considered as the basis for achieving the goals of the organization, and employees are a valuable human resource in various production sectors, Human resources refers to individuals who work in the organization from managers and employees in the light of the organization's policy and culture, which regulates the performance of their tasks and their implementation in order to achieve their future goals; this relationship is based on mutual benefit between the two sides of the organization from employees and managers at different administrative levels, where human resources receive various compensation represented by wages and job benefits as a result of this relationship (Aqili, 2005).

This requires attention to empowering employees to meet the requirements of work as they are the key to achieving the quality of service with their skills and abilities and employing them effectively for the benefit of the organization and achieving its goals, the success of any organization depends on the orientation of working individuals towards achieving its goals, and the Empowerment Strategy they aimed to , as well this requires attention to empowering employees to meet the work requirements as they are the key to achieving the quality of services with their skills and abilities and employing them effectively for the benefit of the organization and achieving its goals , where the success of any organization depends on the orientation of the working individuals towards achieving its goals, and the Empowerment Strategy aims to liberate the potential of individuals, involve them in the process of building the institution, and

achieve its main objectives, considering that the success of the institution depends on the harmony of the needs of individuals with the vision of the institution and its long-term goals (Atiyah, 2003). Hence the interest in the empowerment strategy in the banking sector in Jordan and its role in achieving the strategic goals of banks.

**The problem of the study and its justifications were identified in the light of the theoretical** literature indicates that the success of an organization's work is based on its ability to implement effective strategies to achieve its goals (Randeree & Al Youha, 2009). The Managers contribute significantly to delegating management to team members and enabling them to introduce and activate new ideas, and work to shed light on cognitive competencies and creative abilities that help improve decisions, problem solving and continuous learning (Sun & Hui, 2012). The ability to establish a positive relationship between management and employees positively affects performance, contributing to the success and continued effectiveness of the organization in the present and future (Babcock-Roberson & Strickland, 2010). The literature on the new public administration (NPM) has emphasized the importance of empowering human resources in organizations as one of the requirements of the Twenty-First Century, as an essential tool in the development of the organization's work (García-Juan et al, 2019).

Many psychological and organizational factors overlap in the process of empowerment, which requires in-depth study to understand the mechanisms of their interaction and influence on individual and collective performance (Fernandez & Moldogaziev, 2013). The organizational performance depends on the behavior of employees, which in turn is influenced by their skills and attitudes towards work and the organization (Alkhazali et al., 2017).

The performance of employees is also affected by the practices of empowerment strategies, the application of which requires the provision of managerial confidence, information sharing, freedom of action and independence. It also needs social support from departments to feel belonging to the organization, by providing them with clarity in goals and future vision and giving them the ability to make decisions, work in teams and support them with effective communication skills, continuous training, encouraging employees to be permanent learners and motivating them with moral and material rewards in order to achieve the organization's strategic goals (Dabla & al-Omari, 2016).

The banking sector in Jordan is one of the service sectors that relies heavily on the efficiency of its human resources in the performance of its work, and this sector has received attention from researchers, as the subjects of studies varied, few of them and-as far as the

researcher knows- Some of them focused on paying attention to human resources management and organizational commitment (Al-Abbadi, 2018), on addressing empowerment, human resources management and organizational loyalty, as in a study(Alkhalaf et al, 2019), and some of them also paid attention to the role of empowerment in achieving strategic goals, such as creativity, as in a study ( Ovid & Tarawneh, 2011), and the role of empowerment in the effectiveness of job performance, as in a study (Durra, et.al., 2014), and the role of empowerment in the application of the principles of Total Quality Management, as in the study (Zaidani, 2006).

In addition to what has been confirmed by the literature and the findings of the studies in their results and recommendations, the necessity of carrying out more studies on the impact of the strategy of empowering human resources and linking them to several variables, and paying attention to studying the different strategic goals, and based on the importance of these two variables in the success of the performance of institutions in the banking sector. : What is the impact of the strategy of empowering human resources in achieving the strategic objectives of the commercial banks operating in Jordan?

Thus, the justifications and importance of the study can be determined at the theoretical and applied levels:

1. The lack of studies that dealt with the impact of the strategy of empowering human resources, represented by its dimensions of freedom, independence, participation in decision-making, training, education and supportive culture, in achieving the strategic goals of innovation, productivity and social responsibility in commercial banks in Jordan.
2. Seek to provide new insights that can help encourage departments and workers in the banking sector to follow specific strategies and develop plans to set goals and achieve them.
3. The possibility of investing the results of the research in developing a vision for the mechanisms of implementing human resource empowerment strategies on the one hand, and achieving the strategic goals on the other hand, that help officials in commercial banks to enhance the strengths and overcome the weaknesses and shortcomings that commercial banks suffer from in dealing with these studied data.
4. Encouraging researchers and those interested in carrying out more related studies to enrich the administrative library and support its development.

## RESEARCH GAP

After a thorough investigation of research works of reputed researchers at the world level in the same area, the researcher identified two unaddressed issues still pending in the study domain.

1. What is the level of following the human resources empowerment strategy in commercial banks in Jordan?
2. What is the level of implementation of strategic objectives in commercial banks in Jordan?
3. What is the impact of the human resources empowerment strategy in achieving the strategic goals in the commercial banks operating in Jordan?

Therefore, the present study intends to venture upon the above mentioned three crucial issues that the national and international level researchers do not address.

## LITERATURE REVIEWS

### Human resources Empowerment Strateg

Empowerment is defined as giving all employees the opportunity and the greatest possible amount of freedom and independence in doing business, participating in decision-making, setting goals.

### Dimensions of empowerment

It can be defined as freedom and independence, participation in decision-making, training and development, provision of a favorable climate, a culture of support and guidance, knowledge and competence development, a system of rewards and incentives, access to information, effective communication and teamwork (Al-Zahra, 2015).

- I. Participation in decision-making: it is defined as the participation of employees in the decision-making process through the exchange of opinions and discussion to solve problems, submit proposals and choose the optimal ones (Aldouri, 2010).
- II. Training and education: it refers to the procedures through which employees are provided with the necessary expertise to perform their current and future work successfully, and make the learning process according to the foundations and plans aimed at empowering individuals, which makes them able to deal with the problems facing them and in line with the orientations of the institution, its policies and goals (Tahir et al., 2014). It relies on providing employees with a set of knowledge, ethical

standards and rules of Professional Conduct, and enrolling them in many training programs to develop their job performance and qualify them for future senior positions (Al-Mutairi, 2007).

III. freedom and independence: it means the independence of tasks through the formation of self-working teams that have moderate control over them, and they work to implement the tasks assigned to them with a kind of independence and freedom in their interactions in the organizational structure, while the top management is responsible for drawing up the strategic policies to be achieved (Andrews & Muayaa, 2008).

IV. supportive culture for employees: the organizational culture supporting employees is an influential factor in the performance and achievement of the group and individuals, which contributes to the success of the organization significantly. It refers to the role of departments, especially senior ones, in establishing common values and beliefs between managers and employees about the concept of managerial empowerment, and the implications of this culture on individual and collective behavior in the organization (Mubaidin & Trovan, 2011).

The researcher believes that the supporting culture forms the memory of the organization with its values, traditions, patterns of thinking and behavior, and infers the nature of the organizational culture through the pattern of behavior fundamental in it.

### **Trends on human resources Empowerment Strategy**

There are several opinions about the empowerment strategy, namely: (charismatic direction) sees empowerment as a process that starts from the top levels, where management delegates authority to employees, explains the vision and mission of the organization to them, and then determines the regulations, laws and responsibilities corresponding with the goals of the organization; (organic direction) looks at empowerment as a process of risk and team building In addition to encouraging cooperation and mutual trust between management and employees, and allowing acceptance of employees ' mistakes, thus treating employees and managers as cooperative members with various tasks in the organization; (direction for a circle or team) and is based on participation between management and employees at all administrative levels or at the level of the organization through working teams that accomplish tasks in a climate of trust, responsibility, freedom and participation in information and decisions (aldouri & Ali, 2008).

### **Benefits of adopting a human resources Empowerment Strategy**

There are many benefits to empower workers, the most important of which is to increase the ability and confidence of managers in the efficiency of work (Lashley, 2000).

### **Challenges of implementing the empowerment strategy**

There are many challenges that human resources empowerment may face, including employees abusing the authority given to them, increasing the burdens and responsibilities on them, which may make them unable to do it well, and the interest of some employees in their personal success more than the success of the group and the institution, Or what is required to enable the costs of training, education and qualification, and what is imposed by working in a team to more time for consultation, poor ability to make effective decisions in some employees, or the influence of personal factors in the decision-making process away from objectivity (Kamal, 2018).

### **Strategic objectives**

Strategic objectives are defined as the means that make the organization's message more clear and specific and involve strategic options that achieve growth, modification, reduction, withdrawal or participation, and are a reflection of the general goals that the organization wants to reach in the future, are placed forward in accordance with the orientations of senior management and the position that the organization seeks to achieve and the procedures (Al-Issawi et al., 2012).

### **Factors influencing the development of strategic goals**

There are many factors that influence the development and achievement of goals, including the needs of consumers and the needs of society, technologies related to the work of the organization, the resources necessary to achieve the goals, the management philosophy, standards and ethical values that are driven by setting goals, the experiences of others and their successful practices, laws and domestic legislation that regulate the work of the institution and its activities (harem, 2009).



## Dimensions of strategic objectives

The strategic objectives have several dimensions, including

### Innovation

Organizations' need for creativity has become an important matter for any organization you want to reach to obtain Outstanding performance and maintenance, so organizations make efforts and spend a lot of money for the purpose of achieving successful innovations, and for creativity to be successful, coordination and integration between various activities in organizations (kthiar et al., 2022).

represents the ability to produce new ideas that can meet the current and future needs of the organization, it is the first step towards creativity. The role of empowering human resources to achieve the goal of innovation and creativity is shown by helping workers to release their energies towards achieving career excellence, allowing freedom of action and independence at work, providing workers with successful models that represent an example to follow, activating the role of social reinforcement, granting incentives and rewards, encouragement, evaluation and feedback, and providing emotional support for employees at work, and relieve the psychological stress they are exposed to (uzunbacak, 2015).

**Productivity:** productivity is one of the basic goals to achieve many other goals, which is what drives organizations to improve the productivity of their human and material resources, and productivity is simply a measure of the ratio of outputs to inputs to which they contributed, which is the relationship between the quantity and type of performance (Ameri and ghalibi, 2008). Employees are an essential and important element in the empowerment process, which in turn contributes to increasing the productivity of the organization by developing employees' abilities, increasing their satisfaction, adherence to the organization and belonging to it (Al-Enezi, 2014).

According to the European Commission, social responsibility includes an external and internal dimension, which is reflected in the external dimension through the role of the organization in the external environment of the company, including local communities or business companies (suppliers, competitors), in addition to protecting human rights. Clients, Sometimes, companies contribute to local communities through hiring, training, and raising wages, benefits, and taxes. (Al-zeyoud, 2013).

## **Social Responsibility**

Corporate Social Responsibility (CSR) or corporate social responsibility is a form of participation and contribution to social and other activities within and outside the company with the aim of reducing social inequality in the surrounding area, developing the environment, prospering people's lives, as well as improving and building the economy to make it more sustainable good (Hermawan et al., 2023). and the World Bank has defined social responsibility as the commitment to contribute to sustainable development by working with its employees and the local community as a whole to improve the standard of living of people in a manner that serves their interests and the interests of development at the same time. (World Bank, 2005) It also indicates the degree to which The organization's managers perform their activities towards serving and protecting society, away from seeking direct benefits for the organization (Al-Nofal, 2010). Social responsibility is the duty of managing the organization to take important decisions and actions in a way that achieves the welfare and reconciliation of society, based on ethical standards that clarify the long-term commitments of the organization and its responsibility to achieve these commitments through activities and actions that enhance its image in society (Daft, 2001). Corporate social responsibility refers to its moral duty of achieving productivity, enhancing professional satisfaction and belonging to the workforce and their families, in addition to its role towards the local community and individuals everywhere (Holliday & Watts, 2010). Corporate social responsibility is determined by its role in ensuring the environment, human rights, community development, project development, health promotion, relief from natural and human disasters and other humanitarian activities, and social and humanitarian activities are selected in light of their suitability with the organization's strategy (Siegel & Vitaliano, 2007).

## **Previous studies**

The researcher reviewed many studies on the strategy of empowering human resources and strategic objectives in many economic, health and financial sectors, and limited the presentation of studies that dealt with the finance sector and banks specifically. Sadq et al, (2019) entitled the role of empowerment strategies in achieving organizational effectiveness (an analytical study of managers' opinions in a sample of private banks in Erbil / Iraq, aimed at determining the role of the empowerment strategy of (information exchange, freedom, independence, knowledge and encouragements) in achieving organizational effectiveness completing the goals of banks and the effectiveness of internal operations from the point of

view of managers. In a sample of private banks in Erbil / Iraq, applying a questionnaire to (40) managers of private banks, this study found a significant correlation and influence between the Empowerment Strategy and the bank's goals and organizational effectiveness, and that achieving the goals of banks reached a high level of involvement to achieving organizational efficiency, and that the value of internal processes reached a high level of contribution to achieving organizational usefulness. The helpfulness of internal processes has reached a high level of contribution to organizational success.

The study also provided a set of recommendations, the most important of which is that private banks should adopt an empowerment strategy in a logical sequence that contributes to achieving a supportive regulatory environment for an enabling environment to practice radical changes. Zahra's study (2015) entitled The impact of empowering employees in achieving the strategic goals of commercial banks studied a sample of banks BADR, BEA, CNEP in the Wilaya of Umm labouki Algeria.

It aimed to find out the impact of empowering employees in its dimensions (information sharing, freedom, independence, work teams) by achieving the strategic goals of the three commercial banks studied, and by adopting the descriptive analytical approach and applying a questionnaire to a sample of (38) employees, The results found that the level of employee empowerment and strategic goals was average, with a statistically significant impact between employee empowerment and strategic goals in the commercial banks of the study sample, and it was also found that the level of information sharing and work teams was average with a statistically significant impact of each on the strategic goals in the selected banks, There is a low level of freedom and independence with a statistically significant impact towards them on the strategic goals. Several proposals were made, including the need to encourage banking institutions to recognize the importance and effectiveness of their capabilities and Human Resources represented by intellectual assets, and work to activate them, and protect them from modest to ensure excellence and quality. How did the study show a significant impact of the human resources empowerment strategy of sharing information Freedom and independence, self-managed work teams, organizational strength in achieving strategic goals with its variables innovation, productivity, and social responsibility in Kuwaiti commercial banks? . and Several recommendations were made, including attention to the study of participation in decision-making and organizational culture that adopts the collective spirit and that this culture should support and funding the banks ' strategy towards empowerment.

## MATERIAL AND METHODOLOGY

The study adopted a descriptive analytical methodology based on quantitative measurement and a survey of the opinions of employees in Jordanian banks at different administrative levels, where the measure was applied in paper and electronic ways to represent the largest possible number of the community of employees in commercial banks in Jordan, to determine the impact of the independent variable (human resources empowerment strategy) on the dependent variable (strategic objectives).

### To achieve this, we formulated and tested the following hypotheses

**Ha:** there is an impact of the strategy of empowering human resources in its dimensions (training and education, participation in decision-making, freedom and responsibility, supportive culture) in achieving strategic goals in commercial banks in Jordan.

### The following sub-hypotheses are raised from it

- **Ha<sub>1</sub>:** there is an impact of the strategy of empowering human resources in its dimensions (training and education, participation in decision-making, freedom and responsibility, supportive culture) in achieving the strategic goal innovation.
- **Ha<sub>2</sub>:** there is an impact of the strategy of empowering human resources in its dimensions (training and education, participation in decision-making, freedom and responsibility, supportive culture) in achieving the strategic goal of productivity.
- **Ha<sub>3</sub>:** there is an impact of the strategy of empowering human resources in its dimensions (training and education, participation in decision-making, freedom and responsibility, supportive culture) in achieving the strategic goal of social responsibility.

## RESULTS AND DISCUSSION

According to the annual statistics report for the year 2021, the number of commercial banks in Jordan consists of (13) banks distributed over 639 branches, and the number of employees in commercial banks in Jordan with their branches has reached (15553) Workers (Association of banks in Jordan, 2021). The number of banks in which the research was applied reached (9) banks, and a random sample was drawn from banks and their employees, where the number of employees reached (9670), representing (62.17%) of the number of employees in all the banks, and the number of members of the sample included in the research reached (356), representing (3.68%). Below is a detailed view of it.

Table .1 Statistical community, sample and percentage representation

The bank	Number of branches in Jordan	Total employees	The total number of employees %	Sample number	The ratio of the sample to the total %
<b>Arab Bank</b>	81	3245	33.557	76	0.786
<b>Bank of Jordan</b>	77	1560	16.132	58	0.786
<b>National Bank of Jordan</b>	52	1186	12.265	31	0.321
<b>Jordan Money Bank</b>	11	521	5.387	42	0.434
<b>Commercial Bank of Jordan</b>	34	729	7.539	34	0.341
<b>Union Bank</b>	7	1186	12.265	52	0.537
<b>Investment bank</b>	13	407	4.2089	22	0.227
<b>ABC Bank</b>	9	520	5.3775	20	0.207
<b>Societe General Bank-Jordan</b>	10	316	3.2678	21	0.217
<b>Totals</b>	311	9670	100	356	3.68

Association of banks in Jordan, 2021

### Search tool

The study used a questionnaire that includes two axes: the first axis is to measure the human resources empowerment strategy. And the four dimensions are: education and training of employees, supportive culture, freedom, independence, participation in decision-making. Each dimension contains six phrases, making a total of 24 phrases. The second axis of measuring strategic goals includes three dimensions: productivity, innovation, and social responsibility, each of which has six phrases, making a total of (18) phrases. It was based on the Likert pentameter ranging from (5 Very High, 4 Very High, 3 Medium, 2 Low, 1 very low). Thus, the range of degrees in the first axis is between (24-120) degrees, and in the second axis between (18-90) degrees.

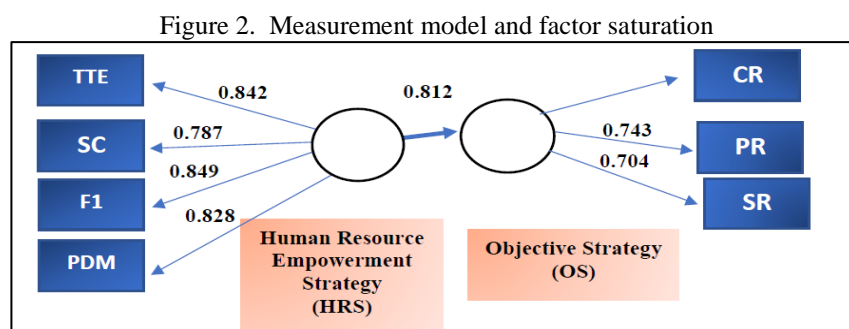
### Data collection process

All the applied Information was done with paper questionnaire forms and an electronic form, where the researcher applied the tools to employees in commercial banks directly, and also sent the link to employees who could not reach them through the available means of communication, and the data was retrieved in Excel format and then the data was prepared, encoded and retrieved to the SPSS statistical package, and the paper data was about the employees of the commercial bank in Jordan.

### *- Measurement model and psychometric characteristics*

In the study, several methods were used to verify the standard characteristics of the instrument according to exploratory factor analysis, structural honesty, internal correlations, the stability of internal consistency Alpha-Cronbach, discriminant honesty, and the descriptive

statistics arithmetic mean and deviation were calculated. The measurement model and the standard characteristics of the instrument were verified by performing exploratory factor analysis using the basic components method, in addition to the values of factor loading of the first axis HR empowerment strategies and the second axis strategic objectives and all previous indicators are higher than (.70) what confirms the reliability and validity of the measurement model and its instrument (Hair et al., 2017), as the Figure (2) showed.



Source: Prepared by the authors (2022)

The figure shows that all factor saturations are greater than (.70), which indicates the possibility of trusting the measurement model.

And the researcher checking the reliability of the RC structure, the stability of the internal consistency of Alpha-Cronbach, the discriminant validity of AVE was measured by the Fornell and Larcker criterion , as the Table (2) showed.

Table. 2 Descriptive statistics of the results of the measurement model

Constructs	Code	FD	$\alpha$	CR	AVE	M	SD
<b>Human Resource Empowerment Strategy</b>	<b>HRS</b>		.782	.896	.684	108.16	7.13
Teaching and training of employees	<b>TTE</b>	.842				27.06	2.95
Supportive culture	<b>SC</b>	.779				27.22	2.34
Freedom and independence	<b>FI</b>	.862				26.72	3.06
Participation in decision making	<b>PDM</b>	.823				27.08	3.04
<b>Objective Strategy</b>	<b>OS</b>		.826	.785	.544	80.28	7.69
Creativity	<b>CR</b>	.743				26.53	3.116
Productivity	<b>PR</b>	.765				26.94	3.162
Social responsibility	<b>SR</b>	.704				26.81	2.622

*Note: FD=Factor Loadings, CR=Construct Reliability, AVE=Average Variance Extracted, and  $\alpha$ =Cronbach Alpha, M = Mean, SD = Standard*

Source: Prepared by the authors (2022)

**The Table(2)**, the stability of the RC structure, and the average variance of AVE is (.896) To the Human Resource Empowerment Strategy, and (.544) to the Objective Strategy ,

and this value greater than the correlation coefficients between the two axes, as the Table (3) showed

Table. 3: Comparisons by Fornell and Larcker ratio

Variables	HRES	OS
HRES	<b>.684</b>	
OS	.517	<b>.544</b>

HRS= Human Resource Empowerment Strategy, OS= Objective Strategy

Source: Prepared by the authors (2022)

Then it became possible to use the tool to Answer questions and test hypotheses, after the availability of the conditions of reliability and validity.

### Statistical analysis

To answer the questions and hypotheses, the community was clarified and the characteristics of the demographic sample were determined, descriptive statistical analysis, multiple regression analysis by the Stepwais method, and we also defined Categories range of the questionnaire is based on the gradations of the five-year Likert scale, the calculated averages fall into one of five categories. Through the gradient answer range ( $5-1 = 4/5 = 0.80$ ), the researcher added (0.80) to the lowest grading category , The categories are distributed as follows(4.21- 5.00) very large degree, (3.41-4.20) large degree,(2.60-3.40) Average, (1.81-2.60) small degree,(1.80-1) very little; Below is an explanation of the details:

### Sample characteristics

The sample included (356) employees in Jordanian commercial banks, classified according to the job rank to ( department manager with a percentage of (7.30%), a center manager with a percentage of (22.75%), a team leader with a percentage of (17.97%), and an employee with a percentage of (44.38%), and the job experience was determined within three categories, namely (5-1) years with a percentage of (21.06%), (10-6 ) years with a percentage of ((20.50%), and (15-11) years with a percentage of (28.37%), and (16 and over years) with a percentage of ((30.06%), and the gender was determined to male employees with a percentage of (67.70%), and female employees with a percentage of (32.30%), within a scientific qualification ranging from undergraduate bachelor with a percentage of (53.08%), specialized diploma with a percentage of (39.88%), and master with a percentage of It reached (6.75%), and the PhD by (0.28%). And the table that shows the details:

Table. 3 Characteristics of the research sample according to the variables of job rank, experience, type and scientific qualification

Sample characteristics	Categories	Career rank				Total	Percentage%
		Managing director	Center manager	Team leader	Staff		
Professional experience	(1-5) Years	1	0	2	72	75	21.06%
	(6-10) Years	5	16	30	22	73	20.50%
	(11-15) Years	13	34	25	29	101	28.37%
	16 and above	7	31	7	62	107	30.06%
	<b>Total</b>	<b>26</b>	<b>81</b>	<b>64</b>	<b>185</b>	<b>356</b>	<b>100%</b>
Species	Male	13	59	43	126	241	67.70%
	Female	13	22	21	59	115	32.30%
	<b>Total</b>	<b>26</b>	<b>81</b>	<b>64</b>	<b>185</b>	<b>356</b>	<b>100%</b>
Academic qualification	Ph. D.	1	0	0	0	1	.28%
	Masters	1	23	0	0	24	6.75%
	Diploma	21	21	44	56	142	39.88%
	Bachelor's degree	3	37	20	129	189	53.08%
	<b>Total</b>	<b>26</b>	<b>81</b>	<b>64</b>	<b>185</b>	<b>356</b>	<b>100%</b>
	<b>Lineage%</b>	<b>7.30%</b>	<b>22.75%</b>	<b>17.97%</b>	<b>44.38%</b>		<b>100%</b>

Source: Prepared by the authors (2022)

### Descriptive analysis

The descriptive statistics of the mean, standard deviation, and frequencies the corresponding percentages for each of them were adopted in answering the two research questions as follows:

**The first question is:** what is the level of adoption of the human resources empowerment strategy with its dimensions (training and education, participation in decision-making, freedom and responsibility, and supportive culture) in the Jordanian business community.

Table.4 The level of implementation of the human resources empowerment strategy in its dimensions in Jordanian commercial banks

Scale 1	frequencies						Mean	Std. deviation	Percentile%	level	rank
	very large degree	large degree	Average	a small degree	very little	Sample size					
TTE	33	58	138	74	53	356	2.84	1.15	56.8	Average	3
SC	30	53	147	68	58	356	2.8	1.14	56	Average	4
FI	43	81	132	53	47	356	3.06	1.18	61.2	Average	2
PD M	41	42	260	10	3	356	3.3	0.74	66	Average	1
<b>HR S</b>	<b>35</b>	<b>61</b>	<b>169</b>	<b>53</b>	<b>38</b>	<b>356</b>	<b>3.01</b>	<b>1.07</b>	<b>60.2</b>	<b>Average</b>	

Source: Prepared by the authors (2022)



The results showed that the level of following the overall human resources empowerment strategy in commercial banks in Jordan was average (60.2%), and the level of applying the dimensions of the human resources empowerment strategy was middling, which is respectively for the strategy of participation in decision-making (%66), the strategy of freedom and independence (%61.2), the strategy of training and education (%56.8), and finally the strategy of supportive culture (%56).

**The Scand question** is: what is the level of achieving the strategic objectives (innovation, productivity and social responsibility) in the Jordanian Commercial Bank?

Table.5 The level of implementation of strategic objectives by their dimensions in Jordanian commercial banks

Scale 2	frequencies						Mean	Std. deviation	Percentile%	level	rank
	very large degree	large degree	Average	a small degree	very little	Sample size					
CR	54	47	146	55	54	356	2.98	1.22	59.6	Average	
PR	51	49	150	59	47	356	2.99	1.19	59.8	Average	2
SR	63	36	147	68	42	356	3.03	1.21	60.6	Average	1
OS	43	57	147	62	47	356	2.96	1.16	59.2	Average	

Source: Prepared by the authors (2022)

The results showed that the level of implementation of strategic objectives in commercial banks in Jordan was average by (59.2) and the level of implementation of the dimensions of the strategic objectives was average, which is respectively for the strategic goal of social responsibility by (60.6%), and then the productivity goal by (59.8%), and finally the goal creativity by (59.6%).

### Hypothesis testing

To test the research hypotheses, (enter multi-variance analysis) was used to determine which of the dimensions of the human resources Empowerment Strategy are the most influential in the strategic goals and their dimensions, as put forward in the measurement model and research hypotheses.

**The main hypothesis: Ha:** there is an impact of the strategy of empowering human resources in its dimensions (training and education, participation in decision-making, freedom and responsibility, supportive culture) in achieving the strategic goals as a whole in commercial banks in Jordan.

Table .6 The result of testing the main hypothesis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	HRES	(Constant)	14.036	4.290		3.272	.001
		FI	.607	.104	.240	5.813	.000
		PDM	1.429	.108	.548	13.242	.000
		TTE	.472	.100	.188	4.698	.000
		SC	-.053-	.135	-.016-	-.397-	.692
<b>a. Dependent Variable: OS Objective Strategy</b>							
F-value = 93.710 (Sig. = 0.000) R-Square = .516 Adjusted R-Square = .511 R = .719. Main Residual=.000							

Source: Prepared by the authors (2022)

The results of the multiple regression analysis showed that there is an impact of the human resources empowerment strategy represented by participation in decision-making, followed by freedom and independence, and then training and education in achieving the strategic goals as a whole, and showed (51.1%) of the Explained variance,

While there were no significant differences in the dimension of the supportive culture in achieving the strategic goals as a whole from the point of view of employees of commercial banks in Jordan. Thus, the regression equation is:

$$OS=14.036+(1.429 \times PDM)+(.607 \times FI)+(.472 \times TTE).$$

**(The first sub-hypothesis) Ha<sub>1</sub>:** there is an impact of the strategy of empowering human resources in its dimensions (training and education, participation in decision-making, freedom and responsibility, supportive culture) in achieving the strategic goal creativity.

Table .7 The result of testing the first sub-hypothesis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	HRES	(Constant)	4.181	1.836		2.277	.023
		FI	.517	.045	.505	11.583	.000
		PDM	.305	.046	.289	6.607	.000
		TTE	.021	.043	.021	.486	.627
		SC	-.018-	.058	-.013-	-.305-	.761
<b>a. Dependent Variable: CR Creativity Objective Strategy</b>							
F-value = 74.741 (Sig. = 0.000) R-Square = .460, Adjusted R-Square = .454, R = .678 Main Residual=.000							

Source: Prepared by the authors (2022)

The results of the multiple regression analysis showed that both the strategy of empowering human resources represented by freedom and independence, and then participation in decisions, has a significant moral impact on achieving the strategic goal of creativity for both

employees in commercial banks in Jordan, and it explained the (45.4%) of the variance in the grades of employees.

While there were no moral differences for the training, education and supportive culture dimensions in achieving the strategic goal of creativity from the point of view of employees in commercial banks in Jordan . creativity and the production of new ideas and behaviors require freedom, independence and participation in decision-making, while not depending on training, education or supportive culture, Thus, the regression equation is:

$$CR = 4.181 + (.517 \times FI) + (.305 \times PDM)$$

**The second sub-hypothesis: Ha2** (there is an impact of the strategy of empowering human resources in its dimensions (training and education, participation in decision-making, freedom and responsibility, supportive culture) in achieving the strategic goal of productivity.

Table .8 The result of testing the second sub-hypothesis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	HRES	(Constant)	2.926	1.626		2.120	.044
		FI	.357	.052	.343	6.813	.000
		PDM	.798	.041	.745	19.523	.000
		TTE	.099	.038	.096	2.607	.010
		SC	-.057-	.051	-.042-	-1.117-	.265
<b>a. Dependent Variable: PR productivity Objective Strategy</b>							
F-value = 125.77 (Sig. = 0.000) R-Square = .589, Adjusted R-Square = .584, R = .767 Main Residual=.000							

Source: Prepared by the authors (2022)

The results of the multiple regression analysis showed that the human resources empowerment strategy of participation in decisions and then freedom and independence, followed by finally training and education, has a moral and significant impact on achieving the strategic goal of productivity for both employees in the commercial sector in Jordan, and these strategies explained (58.4%) of the variance in the grades of employees. From the workers ' point of view, the achievement of productivity is based on following the strategy of participation in freedom and independence, and then training and education to develop skills and competencies, and the interest in the role of supportive culture in productivity does not appear clearly, Thus, the regression equation is:

$$PR=2.926+(.798 \times PDM)+(.357 \times FI)+(.099 \times TTE)$$

**(The third sub-hypothesis) Ha3:** there is an impact of the strategy of empowering human resources in its dimensions (training and education, participation in decision-making, freedom and responsibility, supportive culture) in achieving the strategic goal of social responsibility.

Table.9 The result of testing the third sub-hypothesis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	HRES	(Constant)	6.929	1.698		4.081	.000
		FI	.212	.044	.246	4.766	.000
		PDM	.325	.043	.366	7.615	.000
		TTE	.352	.040	.410	8.848	.000
		SC	.021	.053	.019	.397	.691
<b>a. Dependent Variable: SR social responsibility Objective Strategy</b>							
F-value = 46.894 (Sig. = 0.000) R-Square = .348, Adjusted R-Square = .341, R = .590 Main Residual=.000							

Source: Prepared by the authors (2022)

The results of the multiple regression analysis showed that both the strategy of empowering human resources represented by training and education and then participating in decisions followed by freedom and independence have a moral and significant impact in achieving the strategic goal of Social Responsibility, and these strategies explained (34.1%) of the variance in the grades of employees. While there is no trace of a supportive culture in achieving social responsibility from the point of view of employees of commercial banks in Jordan. Thus, the regression equation is:

$$SR=6.929+(.352 \times TTE) +(.325 \times PDM) +(.212 \times FI)$$

## DISCUSSION

**The researcher came to the following Discussion:**

The level of the strategy for empowering human resources represented in (decision-making, freedom, independence, training, education and spreading a supportive culture) in commercial banks in Jordan from the point of view of both worlds is an average (60.2%).

The level of implementation of the strategic objectives (social responsibility, productivity and innovation) in commercial banks in Jordan from the point of view of their employees is average (59.2%).

There is a moral and significant impact of the human resources empowerment strategy represented by participation in decision-making, followed by freedom and independence, and then training and education in achieving the strategic goals as a whole, and explained the amount of (51.1%) of the variance. While there were no significant differences in the dimension of the supportive culture in achieving the strategic goals as a whole from the point of view of employees of commercial banks in Jordan.

There is a moral and significant impact for both the strategy of empowering human resources represented by freedom and independence, and then participation in decisions, has a significant moral impact on achieving the strategic goal of creativity for both employees in commercial banks in Jordan, and it explained the (45.4%) of the variance in the grades of employees, while there were no moral differences for the training, education and supportive culture dimensions in achieving the strategic goal of creativity from the point of view of employees in commercial banks in Jordan.

There is a moral and significant impact of the human resources empowerment strategy of participation in decisions and then freedom and independence, and training and education, has a moral and significant impact on achieving the strategic goal of productivity for both employees in the commercial sector in Jordan, and has explained (58.4%) of the variance in in the grades of employees

There is a moral and significant impact of each of the both the strategy of empowering human resources represented by training and education and then participating in decisions followed by freedom and independence in achieving the strategic goal of Social Responsibility, and the strategies explained the value of (34.1%) of the variance in the grades of employees.

## CONCLUSION

In the light of the study's limitations, which indicate that the study is limited to workers in commercial banks in Jordan, The results of the study also confirmed the role of the strategy of empowering human resources in achieving the strategic goals in commercial banks, the researchers suggest working in the future to study this role in the banks of the banking sector. As well as making comparisons between them in terms of their competitiveness in the light of

empowering their resources and their ability to achieve their strategic objectives, Which contributes to the success of the banking sector in an integrated manner.

**And the study also suggests and recommends the importance of**

Encouraging those in charge of banks in general and commercial banks in particular to establish the Bank's ideas as an incubator for creativity and innovation, and paying attention to motivating creative and distinguished employees with innovative ideas financially and morally. And attention to the role of sharing information and decision-making process in encouraging employees at different administrative levels to be more effective and enthusiastic to really contribute to the development of work by expressing opinions and providing consultations with departments, and giving them confidence to make decisions about the work they do, which makes them more motivated and increases their desire to provide the best. Linking the supporting culture with the activities based on it with realistic contents capable of achieving the strategic goals of the institution, and dealing with it as an important key to the success of the institution and its qualitative role with the audience of customers and society.

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