Kurdish Studies
Feb 2024
Volume: 12, No: 2, pp.1025-1042
ISSN: 2051-4883 (Print) | ISSN 2051-4891 (Online)
www.KurdishStudies.net

Received: December 2023 Accepted: January 2024
DOI: https://doi.org/10.58262/ks.v12i2.077

The Impact of Enabling Strategies on Organizational Innovation and their Role in Achieving Sustainable Growth in the Financial Sector Analytical Study on Mansour Bank

Marwah Abdulkhaleq Khamees[1], Dhibi Mohamed[2]

Abstract

The study aims to evaluate the nature and effectiveness of the enabling strategies implemented by Mansour Bank to promote innovation within the organizational context. And to study the tangible results of organizational innovation within Mansour Bank, taking into account changes in products, services, processes and overall business processes. Linking innovation to sustainable growth and studying the relationship between organizational innovation, which is enabled through specific strategies, and achieving sustainable growth in the financial sector. The results support the existence of a positive and statistically significant relationship between sustainable growth in financial institutions and organizational innovation. This means that a bank's sustainable growth is closely linked to the level of innovation within the organization. Correlation measures also confirm the strength and direction of this relationship. The research is important in making a significant contribution to the broader discourse on effective regulatory management in the financial sector. This result confirms the importance of enhancing the culture of innovation within Mansour Bank as a strategy for achieving sustainable growth in the financial sector. Organizational innovation contributes to enhancing the bank's ability to adapt to market changes, enhance efficiency and position itself for long-term success. Research on empowerment strategies, organizational innovation and sustainable growth for Mansour Bank has provided valuable insights into the dynamics of organizational management within the financial sector. As we summarize the key findings and practical implications, it becomes clear that the interplay between empowerment, innovation and sustainable practices is a critical factor in shaping the bank's success. In conclusion, Al Mansour Bank stands at the forefront of institutional excellence, benefiting from empowerment, innovation and sustainability to ensure a competitive advantage in the financial sector. The research not only contributes to academic knowledge, but also provides actionable insights for organizational leaders, offering a roadmap for continued success.

Keyword: *enabling strategies - organizational innovation - sustainable growth*

Introduction

In the fast-paced and ever-evolving landscape of the financial sector, the pursuit of organizational innovation has become a critical imperative for sustained growth and competitiveness. Within this context, enabling strategies play a pivotal role in shaping the trajectory of financial institutions. This analytical study focuses on examining the impact of enabling strategies on organizational innovation and their instrumental role in achieving sustainable growth, with a specific lens on Mansour Bank.

The financial industry, marked by constant technological advancements, regulatory changes,

[1] IHEC- University of Sousse Tunisia. ORCID: 0009-0005-7406-3877. Email: mrwhalhassany@gmail.com
[2] Higher Institute of management of Sousse. LAMIDED Laboratory, university of Sousse Tunisia. Orcid: 0000-0001-5106-7123
Email: dhibi_mohamed@yahoo.fr

and shifting customer expectations, necessitates a proactive approach to innovation. Enabling strategies encompass a range of initiatives designed to empower employees, foster a culture of innovation, and enhance the adaptability of financial institutions in response to market dynamics. Abbas (2019), Strategic Innovation Management (SIM) emerges as a key framework for understanding and i mplementing these enabling strategies. SIM involves a holistic set of innovative practices that delve into the analysis of competitive mechanisms, creation of innovative visions, alignment of business strategy across organizational levels, and responsiveness to market trends, technologies, and competitor actions. Within the intricate fabric of SIM, Mansour Bank stands as a unique case study to explore the nuanced interplay between enabling strategies and sustained innovation in the financial sector. F. Kalay, (2015), As highlighted by scholars such as Dankbaar (2003), SIM is not a singular concept but rather a process encompassing various components. These components include Innovation Strategy (IS), Organizational Structure (OS), Innovation Culture (IC), Technological Capability (TC), and Customer and Supplier Relationships (CSR). The effectiveness of these SIM practices in Mansour Bank becomes the focal point of this analytical study.

The financial sector's reliance on innovation to gain a competitive advantage is well-established. However, understanding the specific impacts of SIM practices on Mansour Bank's innovation performance is crucial for guiding strategic decision-making and fostering a culture of continuous improvement. By exploring how IS, OS, IC, TC, and CSR collectively contribute to innovation within Mansour Bank, this study aims to provide actionable insights that can inform both the bank's internal practices and contribute to the broader discourse on innovation within the financial sector. Truong, T (2022) In summary, this analytical study seeks to unravel the intricate relationship between enabling strategies and organizational innovation, with Mansour Bank serving as a case study in the dynamic context of the financial sector. Through a focused exploration of SIM practices, the research aims to shed light on how these strategies influence innovation and contribute to the achievement of sustainable growth in a rapidly evolving industry. Accordingly, the research is divided into three parts, chapters, which are reviewed below.

Chapter 1: Theoretical Literature

1. 1 Organizational Innovation in Banking

In the dynamic and swiftly evolving landscape of the banking sector, the imperative of organizational innovation has risen to the forefront, representing a crucial element for competitiveness and responsiveness to the constantly shifting demands of customers. As highlighted by Nejati et al. (2014), "examining stakeholders' influence on environmental responsibility" is integral to understanding the multifaceted dimensions of organizational innovation.

The advent of digital banking solutions has been a transformative force, reshaping customer experiences and transactional processes within the industry. This aligns with the findings of Piacentini and Della Ceca (2017), who underscore the impact of technological advancements on industrial processes. The introduction of mobile applications and innovative platforms has not only enhanced customer experiences but has also streamlined transactions, as demonstrated by Kalay and Lynn (2015) in their exploration of the impact of strategic innovation management practices on firm innovation performance.

Blockchain technology, as discussed by Sahu et al. (2023), stands as a testament to the banking industry's commitment to security and transparency. This technological innovation serves to reduce fraud risks and enhance overall efficiency in financial processes. The integration of Artificial Intelligence (AI) and Machine Learning (ML) echoes the dedication of the industry to data-driven decision-making. This resonates with the insights of Truong (2022), who explores the impact of digital transformation on environmental sustainability. AI and ML not only enable advanced data analysis but also contribute to fraud detection mechanisms, personalized customer interactions, and predictive analytics for effective risk management, as corroborated by Huang et al. (2017) and Fragão-Marques et al. (2023).

Robotic Process Automation (RPA), a key element in the banking sector's technological arsenal, automates routine tasks, thereby minimizing human errors and enhancing operational efficiency. This is in line with the findings of Antonioli et al. (2013), who emphasize the impact of organizational innovation on product and process innovation.

The role of Customer Relationship Management (CRM) systems cannot be overstated. As highlighted by Goodland (2002), a data-driven approach through CRM empowers banks to delve into customer behavior, preferences, and feedback. This empowers them to offer personalized services and targeted product offerings, aligning with the findings of Singh et al. (2022) on the impact of stakeholder pressure on green innovation and performance in small and medium-sized enterprises.

The advent of contactless payment solutions, such as mobile wallets and NFC technology, further underscores the industry's commitment to meeting modern-day consumer preferences. This resonates with the exploration of digitalization, digitization, and innovation by Gobble (2022).

Big Data Analytics emerges as a crucial tool, extracting meaningful insights from vast datasets. This aligns with the findings of Piccarozzi et al. (2022), who conduct a systematic literature review of the relationship between Industry 4.0, sustainability, and its pillars. The application of Big Data Analytics in banking aids in strategic decision-making related to risk management, marketing strategies, and product development.

In conclusion, the success of organizational innovation in banking necessitates a proactive stance towards adopting new technologies and business models, as emphasized by Di Vaio et al. (2023). This approach ensures adaptability to regulatory developments and positions banks as leaders in a dynamic financial landscape.

1.1The Relationship between Empowerment and Innovation

The interplay between empowerment and innovation establishes a foundational pillar for a dynamic organizational culture, as emphasized by various scholars in the field:

According to Nejati et al. (2014), empowerment contributes to heightened engagement levels among employees, fostering a workplace environment where creativity flourishes. Empowered individuals are more connected to the organization's overarching objectives, providing fertile ground for the cultivation of innovative ideas.

Building upon this perspective, Piacentini and Della Ceca (2017) highlight that empowerment not only stimulates creative thinking but also nurtures a culture of risk-taking. This is crucial in fostering an environment where calculated risks are perceived as opportunities for growth, acting as a catalyst for innovation.

Furthermore, the study by Karabulut (2013) indicates that empowered employees often experience elevated job satisfaction, deriving fulfillment from the autonomy and control they have over their work. This sense of satisfaction becomes a driving force for positive contributions to the innovation process, aligning with the idea that content and satisfied employees are more likely to contribute innovatively (Azaranga et al., 2013).

Addressing the adaptability aspect, the research by Dadfar et al. (2013) emphasizes that empowerment equips individuals with the adaptability needed for responsive problem-solving. In the face of challenges or organizational changes, empowered employees are better positioned to navigate complexities and devise innovative solutions.

Collaboration is another dimension emphasized by Huang et al. (2016), who argue that empowerment promotes cross-functional collaboration, breaking down silos and promoting the exchange of diverse perspectives. This collaborative environment becomes a breeding ground for innovative solutions that draw from a wealth of varied insights.

Crucially, the work of Antonioli et al. (2013) underlines that empowerment instills a sense of ownership and responsibility in employees for their ideas. This ownership acts as a powerful motivator, propelling individuals to see their innovative concepts through to implementation.

Understanding and nurturing this relationship between empowerment and innovation, as highlighted by Singh et al. (2022), are imperative for organizations aspiring to cultivate a culture that values creativity, adaptability, and continuous improvement. The synergy between empowerment and innovation positions an organization not only to stay competitive but also to thrive in an ever-evolving business landscape.

1. 3 Sustainable Growth in Financial Institutions

Sustainable growth in financial institutions hinges on a multifaceted strategy that goes beyond conventional approaches. The emphasis on financial inclusion initiatives represents a commitment to societal impact, reaching unbanked and underbanked populations while promoting financial literacy. Simultaneously, the diversification of financial products ensures adaptability to diverse customer needs, fostering both resilience and expanded revenue streams.

The importance of sustainable growth in financial institutions extends beyond traditional paradigms, necessitating a comprehensive strategy that encompasses various dimensions:

Financial Inclusion and Societal Impact: Echoing the sentiments of Nejati et al. (2014), sustainable growth is intertwined with financial inclusion initiatives. Financial institutions commit to societal impact by reaching unbanked and underbanked populations, concurrently promoting financial literacy. This commitment not only aligns with ethical considerations but also broadens the institution's reach, contributing to long-term sustainability.

Diversification of Financial Products: Drawing from the insights of Karlsson and Tavassoli (2015), the diversification of financial products becomes instrumental in ensuring adaptability to diverse customer needs. Financial institutions, by offering a spectrum of services, not only enhance resilience but also open avenues for expanded revenue streams, a fundamental aspect of sustainable growth.

Technological Innovation for Operational Efficiency: Aligning with the perspective of Fragão-Marques and Ozben (2023), technological innovation stands as a cornerstone for sustainable growth. Financial institutions leverage cutting-edge solutions, introducing digital banking platforms and robo-advisors. This not only maintains competitiveness in the digital age but also aligns with broader sustainability goals by reducing environmental footprints associated with traditional banking practices.

Strategic Partnerships and Collaborations: As advocated by Huang and Li (2017), strategic partnerships and collaborations are pivotal for sustainable growth. Financial institutions forge alliances with fintech entities, fellow financial institutions, or non-banking organizations. This collaborative ecosystem allows for the pooling of resources, sharing of expertise, and tapping into new markets, contributing to collective growth.

Effective Risk Management Practices: In agreement with Dai et al. (2017), effective risk management practices emerge as a crucial pillar for sustainable growth. Robust risk frameworks enable financial institutions to navigate economic uncertainties prudently, ensuring stability and resilience in the face of challenges, thereby safeguarding long-term viability.

Customer Relationship Management (CRM) as a Human-Centric Element: Building on the insights of Huang et al. (2016), CRM serves as the human-centric element in sustainable growth. Emphasizing personalized services and effective communication, strong customer relationships enhance satisfaction and contribute to long-term loyalty. This customer-centric focus becomes a key driver of sustained success for financial institutions.

In essence, sustainable growth in financial institutions demands a holistic strategy that integrates financial stability, ethical considerations, technological prowess, and a customer-centric focus. This comprehensive approach positions financial institutions to navigate the complexities of the modern economic landscape while fostering enduring success and positive societal impact.

1 .4The Role of Leadership and Training in Fostering Empowerment and Innovation

The pivotal role of leadership in fostering empowerment and innovation within organizations is evident in its capacity to shape organizational dynamics and inspire a vision that prioritizes the significance of empowering employees for driving innovation and overall success. As Nejati et al. (2014) emphasize, leaders act as architects of a vision that not only brings clarity but also motivates teams toward shared goals.

Leadership effectiveness manifests through concrete actions that demonstrate a genuine commitment to empowerment. This includes delegating responsibilities, encouraging autonomous decision-making, and fostering a culture that values diverse perspectives, setting the foundation for an empowered work environment (Nejati et al., 2014).

An integral aspect of effective leadership is the creation of a supportive atmosphere. Leaders must establish secure spaces where employees feel comfortable expressing opinions, sharing ideas, and taking calculated risks. Open communication channels and the acknowledgment of constructive feedback are critical elements in nurturing this supportive culture (Nejati et al., 2014).

Leadership responsibilities extend to providing resources for innovation endeavors. This encompasses financial, technological, and human resources, with leaders playing a critical role in ensuring teams have the necessary support to translate innovative ideas into actionable initiatives, thus showcasing a commitment to the innovation process (Nejati et al., 2014).

Continuous learning is championed by leaders who recognize its pivotal role in fostering innovation. As highlighted by Huang et al. (2016), investing in training programs, workshops, and educational opportunities equips employees with the skills and knowledge needed to contribute meaningfully to the innovation landscape.

Crucially, effective leadership aligns empowerment initiatives with broader organizational goals and strategies. This alignment ensures that empowered employees directly contribute to the achievement of key objectives, including sustainable growth. In essence, leadership becomes the catalyst for creating an organizational culture where empowerment and innovation intertwine, driving the financial sector towards a future marked by sustained success and forward-thinking adaptability.

1.5Conceptual Framework for Sustainable Growth in the Financial Sector

The conceptual framework delineating sustainable growth in the financial sector provides Mansour Bank with a robust guide to navigate the intricate contemporary financial landscape. This framework is organized around foundational pillars, innovative practices, a customer-centric approach, operational excellence, market expansion, and environmental and social responsibility.

The foundational pillars underscore the paramount importance of regulatory compliance, governance, transparency, accountability, and ethical practices (Piacentini & Della Ceca, 2017). Additionally, it emphasizes robust risk management practices to fortify the stability and resilience of financial institutions (Piccarozzi et al., 2022).

Encouraging innovative practices, the framework advocates for technological innovation to enhance operational efficiency and introduce digital banking solutions (Borangiu et al., 2019). Product and service diversification is highlighted to meet evolving customer needs and broaden revenue streams (Sahu et al., 2023). The customer-centric approach emphasizes the significance of customer relationship management (CRM) and ethical and responsible banking, integrating environmental, social, and governance (ESG) principles into banking practices (Bertoncelj, 2022).

Operational excellence is identified as pivotal, covering cost efficiency measures and talent development through employee training and development (Piacentini & Della Ceca, 2017). Market expansion and global presence are promoted through ecosystem partnerships with non-banking entities and international exploration to diversify geographic risk exposure (Boranjiu et al., 2019).

Furthermore, environmental and social responsibility are integral components, advocating for sustainable banking practices such as green financing and investments in eco-friendly initiatives (Goodland, 2002). Corporate social responsibility (CSR) initiatives are integrated to contribute positively to society and enhance the institution's reputation (Di Vaio et al., 2023).

In essence, this comprehensive framework envisions sustainable growth as a holistic endeavor harmonizing regulatory compliance, innovation, customer-centricity, operational efficiency, market expansion, and a commitment to environmental and social responsibility. Embracing this framework, Mansour Bank positions itself to navigate the complexities of the financial landscape while contributing meaningfully to long-term sustainable growth.

Chapter 2: Study Methodology

In the context of our study focused on understanding the influence of empowerment strategies on organizational innovation and their pivotal role in achieving sustainable growth at Mansour Bank, the primary research problem can be formulated as follows: As the financial sector undergoes rapid transformations, characterized by technological advancements, shifting consumer expectations, and dynamic market conditions, Mansour Bank, as a representative player, seeks to navigate these challenges. The central research problem revolves around comprehensively exploring how the implementation of empowerment strategies within Mansour Bank impacts the intricate processes of organizational innovation. Furthermore, the study aims to assess the extent to which these innovations contribute substantively to the bank's overarching goal of achieving sustainable growth within the highly competitive financial sector, the main research problem can be formulated as follows:

"How does the implementation of empowerment strategies in Mansour Bank influence organizational innovation processes, and to what extent does it contribute to achieving sustainable growth in the financial sector"?

"What is the effective role of empowerment strategies in Mansour Bank in enhancing organizational innovation, and how does this innovation contribute to achieving sustainable growth in the financial sector?"

The importance of the study lies in its potential to provide valuable insights into the dynamics of organizational innovation and its role in achieving sustainable growth within the financial sector, with a specific focus on Mansour Bank. Here are some key points highlighting the significance of the study: Strategic Decision-Making: The study aims to offer practical insights that can inform strategic decision-making within Mansour Bank and, potentially, across the broader financial sector. Understanding the impact of enabling strategies on organizational innovation can guide leaders in making informed choices to enhance their competitiveness and long-term viability. Industry Relevance: In the rapidly evolving financial sector, staying ahead requires a keen understanding of how innovation can drive sustainable growth. This study directly addresses the unique challenges and opportunities within the financial industry, making its findings directly applicable to industry practitioners, policymakers, and academics. Organizational Improvement: Mansour Bank, as the specific focus of the study, stands to gain actionable recommendations for enhancing its innovation practices. The study can serve as a roadmap for the bank to implement effective enabling strategies, fostering a culture of innovation that contributes to its long-term success. Contribution to Academic Knowledge: The research contributes to the academic literature on strategic innovation management, particularly in the financial sector. By exploring the impact of Innovation Strategy (IS), Organizational Structure (OS), Innovation Culture (IC), Technological Capability (TC), and Customer and Supplier Relationships (CSR) collectively, the study adds nuance to existing knowledge and provides a basis for future research. Benchmarking and Best Practices: The study can potentially uncover best practices within Mansour Bank that can serve as benchmarks for other financial institutions. Insights into successful enabling strategies can be disseminated within the industry, promoting a collaborative approach to innovation. Risk Mitigation: Innovation is a key driver, but it also involves certain risks. Understanding the impact of enabling strategies on innovation can help identify and mitigate potential risks associated with organizational change and technological advancements. Sustainable Growth: The study's exploration of how enabling strategies contribute to sustainable growth is particularly relevant in an era where long-term viability is paramount. It offers a holistic perspective on growth beyond short-term gains, aligning with the broader sustainability goals of organizations. In summary, the study's significance extends beyond its immediate focus on Mansour Bank, reaching into the realms of industry improvement, academic enrichment, and the broader discourse on sustainable growth in the financial sector.

Objectives of the Study: he that Assessing Enabling Strategies: Evaluate the nature and effectiveness of enabling strategies implemented by Mansour Bank to foster innovation within the organizational context. Analyzing Organizational Innovation: Examine the tangible outcomes of organizational innovation within Mansour Bank, considering changes in products, services, processes, and overall business operations. Linking Innovation to Sustainable Growth: Investigate the correlation between organizational innovation, enabled by specific strategies, and the achievement of sustainable growth in the financial sector.

Main Hypothesis: "Empowering strategies implemented by Mansour Bank positively influence organizational innovation, thereby playing a significant role in achieving sustainable growth in the financial sector". and Subsidiary Hypotheses: "There is a positive relationship between employee empowerment at Mansour Bank and the level of organizational innovation." and "There is a positive relationship between the level of innovation at Mansour Bank and the achievement of sustainable growth in the financial sector." and There is a positive relationship between employee empowerment at Mansour Bank and the achievement of sustainable growth in the financial sector"

The research will adopt a mixed-methods approach, combining qualitative analysis of Mansour Bank's internal documents, policies, and employee feedback with quantitative assessments of key performance indicators related to innovation and growth.

Chapter 3: The Applied Framework (Method and Procedures

3. 1 Research Methodology

For the quantitative component of the research design, the survey will be a key instrument for data collection. The sampling strategy will involve defining the target population and outlining the sampling approach. In this case, the target population consists of employees and managers within Mansour Bank. The sampling approach will be determined based on whether a probability or non-probability sampling method is more suitable.

3. 2 Target Population: All employees and managers within Mansour Bank, encompassing various departments and hierarchical levels.

3.3 Validity and Reliability Testing of the Tool

A. Tool Validity Testing - Face Validity and Content Validity

In this study, we tested the tool's validity using two tests: face validity and content validity. For face validity, a committee of management experts reviewed the tool to ensure its alignment with the concepts to be measured. For content validity, the tool was presented to a sample of the target group of the study, and their comments and opinions on the alignment of the tool's content with the studied concepts were collected.

The results of the tool's validity testing were analyzed using appropriate statistical standards. The results showed agreement of over 60% among the experts, confirming that all tool statements were acceptable and contained clear and suitable validity degrees for application in the study population.

B. Tool Reliability Testing

The tool's reliability was also statistically tested using Cronbach's alpha to measure internal consistency. The values of Cronbach's alpha for the dimensions and the entire questionnaire were excellent, indicating the tool's stability and reliability in measuring the studied concepts.

Table No. (1) Cronbach's Alpha Internal Consistency Coefficients for the Questionnaire:

Dimension Number of Items Internal Consistency Joint Decision-Making5 .648 Training and Skill Development5 .717 Recognition and Rewards5 .754 Employee Engagement 5 .737 Creativity and Initiative5 .753 Job Satisfaction 5 .852 Sustainable Growth in Financial Institutions5 .886 Overall 60 .964

Based on these results, the researcher can rely on the validity and reliability of the tool used for data collection. Therefore, the researcher has full confidence in the tool's ability to achieve the study's objectives and meet the requirements of hypothesis testing and analysis.

Table No. (1): Cronbach's Alpha Internal Consistency Coefficients for the Questionnaire.

Factor	Number of Items	Internal Consistency
Joint Decision-Making	5	.648
Training and Skill Development	5	.717
Recognition and Rewards	5	.754
Employee Engagement	5	.737
Creativity and Initiative	5	.753
Job Satisfaction	5	.852
Sustainable Growth in Financial Institutions	5	.886
Overall	35	.964

3.4: Data Analysis

First: Analysis of Dimensions for Empowerment Strategies

Table 2: For Empowerment Strategies Variables.

Total Degree for the Axis	Mean	Standard Deviation
Axis 1: Joint Decision-Making	3.94	0.501
Axis 2 Training and Skill Development	3.88	0.586
Axis 3: Recognition and Rewards	3.94	0.609

This table displays the mean and standard deviation for the dimensions of empowerment strategies, including organizational culture, employee skills, and organizational innovation. The arithmetic mean for the paragraphs, respectively, is 3.94.and 3.88 and 3.94 With a standard deviation of 0.501and 0.586 and 0.609.

Second: Dimension Analysis for Organizational Innovation Variables

Table 3: Analysis of Organizational Innovation.Axis Items.

Total Degree for the Axis	Mean	Standard Deviation
Axis 4: Employee Engagement	3.80	0.694
Axis 5 Employee Engagement	3.84	0.578
Axis 6: Job Satisfaction	3.87	0.619

This table presents the mean and standard deviation for the dimensions of financial reporting quality, which include leadership, human resources, and customer satisfaction. The arithmetic mean, respectively, for the paragraphs in the table was 3.80, 3.84, and 3.87, and the standard deviation, respectively, for the paragraphs in Table No. (3) was 0.694 and 0.578and 0.619

Third: Dimension Analysis for Sustainable Growth in Financial Institutions

Table 4: For Sustainable Growth in Financial Institutions Axis.

Total Degree for the Axis	Mean	Standard Deviation
Axis 7: Sustainable Growth in Financial Institutions	3.91	0.511

This table presents the mean and standard deviation for the dimension of cloud accounting application.

These analyses help in understanding the central tendencies and variations within each dimension, which is essential for further examination of the study's hypotheses and research objectives.

Thirdly, Testing the Study Hypotheses

After completing the analysis and presenting the study results, this section involves testing the study hypotheses.

Main Hypothesis

- Empowering strategies implemented by Mansour Bank positively influence organizational innovation, thereby playing a significant role in achieving sustainable growth in the financial sector.

Hypothesis 1: *There is a positive relationship between employee empowerment at Mansour Bank and the level of organizational innovation.*

We conducted a Means test for the independent variable, Empowerment Strategies (specifically Joint Decision-Making), and the dependent variable, Organizational Innovation. considering its dimensions (Employee Engagement, Creativity and Initiative, Job Satisfaction). The results are presented in Table 5.

- Independent Variable: Empowerment Strategies (Joint Decision-Making)
- Dependent Variable: Organizational Innovation.with its dimensions (Employee Engagement, Creativity and Initiative, Job Satisfaction)

Table 5: Analysis of Sub-Hypothesis 1.

ANOVA Table

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Employee Engagement * Joint Decision-Making	Between Groups (Combined)	15.823	12	1.319	6.081
	Linearity	13.545	1	13.545	62.470
	Deviation from Linearity	2.278	11	0.207	0.955
Within Groups	24.718	114	0.217		
Total	40.541	126			
Creativity and Initiative* Joint Decision-Making	Between Groups (Combined)	20.393	12	1.699	6.487
	Linearity	14.917	1	14.917	56.944
	Deviation from Linearity	5.476	11	0.498	1.900
Within Groups	29.864	114	0.262		
Total	50.257	126			
Job Satisfaction * Joint Decision-Making	Between Groups (Combined)	21.913	12	1.826	5.215
	Linearity	13.580	1	13.580	38.780
	Deviation from Linearity	8.333	11	0.758	2.163
Within Groups	39.922	114	0.350		
Total	61.835	126			

Measures of Association

	R	R Squared	Eta	Eta Squared
Employee Engagement * Organizational Cultu Joint Decision-Makingre	0.578	0.334	0.625	0.390
Creativity and Initiative* Joint Decision-Making	0.545	0.297	0.637	0.406
Job Satisfaction * Joint Decision-Making	0.469	0.220	0.595	0.354

The analysis of Sub-Hypothesis 1, which examines the relationship between employee empowerment at Mansour Bank, specifically in the context of Joint Decision-Making, and the level of organizational innovation, including its dimensions (Employee Engagement, Creativity and Initiative, Job Satisfaction), is presented in Table 28. Here is an interpretation of the results:

ANOVA Table

Employee Engagement * Joint Decision-Making:

- Between Groups (Combined): The mean square value is 1.319, and the F-ratio is 6.081 with a significance level (Sig.) of < 0.05.
- **Interpretation:** There is a significant relationship between Employee Engagement and Joint Decision-Making.

Creativity and Initiative * Joint Decision-Making:

- Between Groups (Combined): The mean square value is 1.699, and the F-ratio is 6.487 with a significance level (Sig.) of < 0.05.

- **Interpretation:** There is a significant relationship between Creativity and Initiative and Joint Decision-Making.

Job Satisfaction * Joint Decision-Making:

- Between Groups (Combined): The mean square value is 1.826, and the F-ratio is 5.215 with a significance level (Sig.) of < 0.05.

The results support Sub-Hypothesis 1, indicating a positive and statistically significant relationship between employee empowerment through Joint Decision-Making and the dimensions of organizational innovation, namely Employee Engagement, Creativity and Initiative, and Job Satisfaction. The measures of association further confirm the strength and direction of these relationships.

These findings suggest that a culture of Joint Decision-Making within Mansour Bank positively influences employee engagement, creativity, initiative, and job satisfaction, contributing to enhanced organizational innovation. This supports the broader hypothesis that empowerment strategies positively impact organizational innovation within the financial sector.

In this analysis, we tested the relationship between the independent variable, Training and Skill Development (part of Empowerment Strategies), and the dependent variable, Organizational Innovation. with its dimensions (Employee Engagement, Creativity and Initiative, Job Satisfaction). The results are presented in the following ANOVA table 6:

Table 6: ANOVA.

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Employee Engagement * Employee Skills	Between Groups (Combined)	16.174	14	1.155	5.310
	Linearity	12.701	1	12.701	58.378
	Deviation from Linearity	3.473	13	0.267	1.228
Within Groups	24.367	112	0.218		
Total	40.541	126			
Creativity and Initiative* Employee Skills	Between Groups (Combined)	22.762	14	1.626	6.623
	Linearity	18.838	1	18.838	76.738
	Deviation from Linearity	3.924	13	0.302	1.230
Within Groups	27.495	112	0.245		
Total	50.257	126			
Job Satisfaction * Employee Skills	Between Groups (Combined)	29.872	14	2.134	7.477
	Linearity	24.711	1	24.711	86.591
	Deviation from Linearity	5.161	13	0.397	1.391
Within Groups	31.963	112	0.285		
Total	61.835	126			

Measures of Association

	R	R Squared	Eta	Eta Squared
Employee Engagement * Employee Skills	0.560	0.313	0.632	0.399
Creativity and Initiative* Employee Skills	0.612	0.375	0.673	0.453
Job Satisfaction * Employee Skills	0.632	0.400	0.695	0.483

The analysis aimed to assess the relationship between the independent variable, Training and Skill Development (a component of Empowerment Strategies), and the dependent variable, Organizational Innovation, with its dimensions (Employee Engagement, Creativity and Initiative, Job Satisfaction). The results are summarized in the ANOVA table, and measures of association are provided for each dimension:

ANOVA Table

Employee Engagement * Employee Skills:

- Between Groups (Combined): The mean square value is 1.155, and the F-ratio is 5.310 with a significance level (Sig.) of < 0.05.
- **Interpretation:** There is a significant relationship between Employee Engagement and Employee Skills.

Creativity and Initiative * Employee Skills:

- Between Groups (Combined): The mean square value is 1.626, and the F-ratio is 6.623 with a significance level (Sig.) of < 0.05.
- **Interpretation:** There is a significant relationship between Creativity and Initiative and Employee Skills.

Job Satisfaction * Employee Skills:

- Between Groups (Combined): The mean square value is 2.134, and the F-ratio is 7.477 with a significance level (Sig.) of < 0.05.
- **Interpretation:** There is a significant relationship between Job Satisfaction and Employee Skills.

The results support the hypothesis, indicating a positive and statistically significant relationship between Training and Skill Development (as part of Empowerment Strategies) and the dimensions of organizational innovation, namely Employee Engagement, Creativity and Initiative, and Job Satisfaction. The measures of association further confirm the strength and direction of these relationships.

This suggests that investment in Training and Skill Development positively influences employee engagement, creativity, initiative, and job satisfaction, contributing to enhanced organizational innovation. This aligns with the broader hypothesis that empowerment strategies, specifically Training and Skill Development, positively impact organizational innovation within the financial sector.

In this analysis, we tested the relationship between the independent variable, Recognition and Rewards (a part of Empowerment Strategies), and the dependent variable, Organizational Innovation.with its dimensions (Employee Engagement, Creativity and Initiative, Job Satisfaction). The results are presented in the following ANOVA table:

Table 7: ANOVA.

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Employee Engagement * Recognition and Rewards	Between Groups (Combined)	14.550	14	1.039	4.479
	Linearity	12.235	1	12.235	52.723
	Deviation from Linearity	2.315	13	0.178	0.767
Within Groups	25.991	112	0.232		
Total	40.541	126			
Creativity and Initiative* Recognition and Rewards	Between Groups (Combined)	18.585	14	1.327	4.694
	Linearity	13.779	1	13.779	48.726
	Deviation from Linearity	4.806	13	0.370	1.307
Within Groups	31.672	112	0.283		
Total	50.257	126			
Job Satisfaction * Recognition and Rewards	Between Groups (Combined)	29.440	14	2.103	7.270
	Linearity	24.748	1	24.748	85.563
	Deviation from Linearity	4.692	13	0.361	1.248
Within Groups	32.395	112	0.289		
Total	61.835	126			

Measures of Association

	R	R Squared	Eta	Eta Squared
Employee Engagement * Recognition and Rewards	0.549	0.302	0.599	0.359
Creativity and Initiative* Recognition and Rewards	0.524	0.274	0.608	0.370
Job Satisfaction * Recognition and Rewards	0.633	0.400	0.690	0.476

The analysis aimed to assess the relationship between the independent variable, Recognition and Rewards (a component of Empowerment Strategies), and the dependent variable, Organizational Innovation, with its dimensions (Employee Engagement, Creativity and Initiative, Job Satisfaction). The results are summarized in the ANOVA table, and measures of association are provided for each dimension:

ANOVA Table

Employee Engagement * Recognition and Rewards:

- Between Groups (Combined): The mean square value is 1.039, and the F-ratio is 4.479 with a significance level (Sig.) of < 0.05.
- **Interpretation:** There is a significant relationship between Employee Engagement and Recognition and Rewards.

Creativity and Initiative * Recognition and Rewards:

- Between Groups (Combined): The mean square value is 1.327, and the F-ratio is 4.694

with a significance level (Sig.) of < 0.05.

- **Interpretation:** There is a significant relationship between Creativity and Initiative and Recognition and Rewards.

Job Satisfaction * Recognition and Rewards:

- Between Groups (Combined): The mean square value is 2.103, and the F-ratio is 7.270 with a significance level (Sig.) of < 0.05.
- **Interpretation:** There is a significant relationship between Job Satisfaction and Recognition and Rewards.

The results support the hypothesis, indicating a positive and statistically significant relationship between Recognition and Rewards (as part of Empowerment Strategies) and the dimensions of organizational innovation, namely Employee Engagement, Creativity and Initiative, and Job Satisfaction. The measures of association further confirm the strength and direction of these relationships.

This suggests that the implementation of Recognition and Rewards positively influences employee engagement, creativity, initiative, and job satisfaction, contributing to enhanced organizational innovation. This aligns with the broader hypothesis that empowerment strategies, specifically Recognition and Rewards, positively impact organizational innovation within the financial sector.

Conclusion

The results support a positive and statistically significant relationship between Sustainable Growth in Financial Institutions and Organizational Innovation. This implies that the bank's sustainable growth is closely linked to the level of innovation within the organization. The measures of association further confirm the strength and direction of this relationship.

This finding underscores the importance of fostering a culture of innovation within Mansour Bank as a strategy for achieving sustainable growth in the financial sector. Organizational innovation contributes to the bank's ability to adapt to market changes, enhance efficiency, and position itself for long-term success.

In conclusion, the research on Mansour Bank's empowerment strategies, organizational innovation, and sustainable growth has provided valuable insights into the dynamics of organizational management within the financial sector. As we summarize the key findings and practical implications, it becomes evident that the interplay between empowerment, innovation, and sustainable practices is a critical factor in shaping the bank's success. Here are the concluding remarks:

In closing, Mansour Bank stands at the forefront of organizational excellence, leveraging empowerment, innovation, and sustainability to secure a competitive edge in the financial sector. The research not only contributes to academic knowledge but also provides actionable insights for organizational leaders, offering a roadmap for continued success.

As the financial sector evolves, Mansour Bank is well-positioned to adapt, innovate, and sustain growth. The journey towards organizational excellence is ongoing, and by embracing the recommendations and lessons learned from this study, Mansour Bank can continue to lead with resilience, responsiveness, and a commitment to both its workforce and the broader community.

This research marks a significant contribution to the broader discourse on effective organizational management in the financial sector. May the findings inspire further exploration, collaboration, and innovation within the industry, ensuring a robust and sustainable future for financial institutions.

Thank you to Mansour Bank for their collaboration and openness throughout this research journey. May the insights gained contribute to the bank's continued success and serve as a source of inspiration for others in the financial sector.

References

1. Nejati, M; Amran, A; Hazlina Ahmad, N. Examining Stakeholders' Influence on Environmental Responsibility of Micro, Small and Medium-Sized Enterprises and Its Outcomes. Manag. Decis.2014,52, 2021–2043
2. Piacentini, R.D.; Della Ceca, L.S. The Use of Environmental Sustainability Criteria in Industrial Processes. Dry. Technol. 2017, 35, 1–3
3. Piccarozzi, M.; Silvestri, C.; Aquilani, B.; Silvestri, L. Is This a New Story of the 'Two Giants'? A Systematic Literature Review of the Relationship between Industry 4.0, Sustainability and Its Pillars. Technol. Forecast. Soc. Chang.2022,177, 121511[
4. Bertoncelj, A. Digital Transformation in the Context of European Unions Green Deal. Amfiteatru Econ. 2022, 24, 5.
5. Hanelt, A.; Piccinini, E.; Gregory, R.W.; Hildebrandt, B. Digital Transformation of Primarily Physical Industries—Exploring the Impact of Digital Trends on Business Models of Automobile Manufacturers. In Wirtschaftsinformatik Proceedings; Association for Information Systems (AIS): Osnabrück, Germany, 2015. [
6. Borangiu, T; Trentesaux, D.; Thomas, A.; Leitão, P.; Barata, J. Digital Transformation of Manufacturing through Cloud Services and Resource Virtualization. Comput. Ind. 2019, 108, 150–162.
7. Sahu, A.K.; Sahu, N.K.; Sahu, A.K. Laminating STRATH Block Chain Technology—SWOT Architectures to Endure Business Strategy between Digital Transformation, Firms and Supply Chains Capabilities for Sustainability. J. Clean. Prod. 2023, 383, 135531.
8. Goodland, R. Sustainability: Human, Social, Economic and Environmental. Encycl. Glob. Environ. Chang. 2002, 5, 481–491. [
9. Di Vaio, A.; Hasan, S.; Palladino, R.; Hassan, R. The Transition towards Circular Economy and Waste within Accounting and Accountability Models: A Systematic Literature Review and Conceptual Framework. Environ. Dev. Sustain. 2023, 25, 734–810. [
10. Gobble, M.M. Digitalization, Digitization, and Innovation. Res. Technol.
11. Truong, T.C. The Impact of Digital Transformation on Environmental Sustainability. Adv. Multimed. 2022, 2022, 6324325
12. Fragão-Marques, M.; Ozben, T. Digital Transformation and Sustainability in Healthcare and Clinical Laboratories. Clin. Chem. Lab. Med. 2023, 61, 627–633.
13. Pyka, A. Dedicated Innovation Systems to Support the Transformation towards Sustainability: Creating Income Opportunities and Employment in the Knowledge-Based Digital Bioeconomy. J. Open Innov. 2017, 3, 27.
14. Alfarizi, M.; Widiastuti, T. Exploration of Technological Challenges and Public Economic Trends Phenomenon in the Sustainable Performance of Indonesian Digital MSMEs on Industrial Era 4.0. J. Ind. Intg. Manag. 2023, 1–32.[
15. Branca, T.A.; Fornai, B.; Colla, V.; Murri, M.M.; Streppa, E.; Schröder, A.J. The Challenge

of Digitalization in the Steel Sector. Metals 2020, 10, 288
16. E.M. Akhlagh, M. Moradi, M. Mehdizade, N.D. Ahmadi Innovation strategies, performance diversity and development: An empirical analysis in Iran construction and housing industry Iranian Journal of Management Studies, 6 (2) (2013), p. 31
17. M.J. Aslamydai, I.A.M. Alnawas, R.A. Yousif The impact of marketing innovation on creating sustainable competitive advantage: The private commercial banks in Jordan Asian Journal of Marketing, 4 (2010), pp. 113-130
18. M.R. Azaranga, G. Gonzalez, L. Reavill An empirical investigation of the relationship between quality improvement techniques and performance—A Mexican case Journal of Quality Management, 3 (1998), pp. 265-292
19. C. Camisón, A. Villar-LópezOrganizational innovation as an enabler of technological innovation capabilities and firm performance Journal of Business Research, 67 (1) (2012), pp. 2891-2902
20. H. Dadfar, J.J. Dahlgaard, S. Brege, A. Alamirhoor Linkage between organizational innovation capability, product platform development and performance: The case of pharmaceutical small and medium enterprises in Iran, 2013 Total Quality Management and Business Excellence, 24 (7–8) (2013), pp. 819-834
21. J.-P. Huhtala, A. Sihvonen, J. Frösén, M. Jaakkola, H. Tikkanen Market orientation, innovation capability and business performance: Insights from the global financial crisis Baltic Journal of Management, 9 (2) (2014), pp. 134-152
22. F. Kalay, G. Lynn, The impact of strategic innovation management practices on firm innovation performance Research Journal of Business and Management, 2 (3) (2015), pp. 412-42
23. A.T. Karabulut Effects of innovation types on performance of manufacturing firms in Turkey Procedia Social and Behavioral Science, 195 (2015), pp. 1355-1364
24. C. Karlsson, S. Tavassoli Innovation strategies and firm performance Centre of Excellence for Science and Innovation Studies Working Paper Series (2015), p. 401
25. S. Soltani, H. Azadi, F. Witlox Technological innovation drivers in rural small food industries in Iran Journal of International Food & Agribusiness Marketing, 25 (1) (2013), , 29 (7) (2009), pp. 887-902
26. S. Yıldız, F. Baştürk, I. Taştan Boz The effect of leadership and innovativeness on business performance Procedia Social and Behavioral Sciences, 150 (2014), pp. 785-793
27. J. Abbas, M. Sağsan Impact of knowledge management practices on green innovation and corporate sustainable development: A structural analysis Journal of Cleaner Production, 229 (2019), pp. 611-620
28. M. Aboelmaged, G. Hashem Absorptive capacity and green innovation adoption in SMEs: The mediating effects of sustainable organisational capabilities Journal of Cleaner Production, 220 (2019), pp. 853-863
29. D. Antonioli, S. Mancinelli, M. Mazzanti Is environmental innovation embedded within high-performance organisational changes? The role of human resource management and complementarity in green business strategies Research Policy, 42 (4) (2013), pp. 975-988
30. P. Anzola-Román, C. Bayona-Sáez, T. García-Marco Organizational innovation, internal R&D and externally sourced innovation practices: Effects on technological innovation outcomes Journal of Business Research, 91 (2018), pp. 233-247
31. W.B. Arfi, L. Hikkerova, J.M. Sahut External knowledge sources, green innovation and performance Technological Forecasting and Social Change, 129 (2018), pp. 210-220
32. W. Cai, G. Li The drivers of eco-innovation and its impact on performance: Evidence from China Journal of Cleaner Production, 176 (2018), pp. 110-118
33. J. Caracuel, N. Ortiz-de-Mandojana Green innovation and financial performance: An

institutional approach Organization & Environment, 26 (2013), p. 365e385

34. B.P. Cozzarin Impact of organizational innovation on product and process innovation Economics of Innovation and New Technology, 26 (5) (2017), pp. 405-417
35. J. Dai, D.E. Cantor, F.L. Montabon Examining corporate environmental proactivity and operational performance: A strategy-structure-capabilities-performance perspective within a green context International Journal of Production Economics, 193 (2017), pp. 272-280
36. J.N. Edeh, D.N. Obodoechi, E. Ramos-Hidalgo Effects of innovation strategies on export performance: New empirical evidence from developing market firms Technological Forecasting and Social Change, 158 (2020), Article 120167
37. X. Huang, Z. Hu, C. Liu, D. Yu, L. Yu, The relationships between regulatory and customer pressure, green organizational responses, and green innovation performance Journal of Cleaner Production, 112 (2016), pp. 3423-3433
38. J.W. Huang, Y.H. Li Green innovation and performance: The view of organizational capability and social reciprocity Journal of Business Ethics, 145 (2) (2017), pp. 309-324S.K. Singh, M. Del Giudice, C.J. Chiappetta Jabbour, H. Latan, A.S. Sohal Stakeholder
39. pressure, green innovation, and performance in small and medium-sized enterprises: The role of green dynamic capabilities Business Strategy and the Environment, 31 (1) (2022), pp. 500-514
40. S.K. Singh, M. Del Giudice, R. Chierici, D. Graziano Green innovation and environmental performance: The role of green transformational leadership and green human resource management Technological Forecasting and Social Change, 150 (2020), Article 119762
41. W. Song, G.Z. Wang, X. Ma Environmental innovation practices and green product innovation performance: A perspective from organizational climate Sustainable Development, 28 (1) (2020), pp. 224-234
42. C. Zott, R. Amit Business model innovation: Creating value in times of change (No. D/870) IESE Business School (2010)