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RISK GOVERNANCE AND ORGANIZATIONAL WELL-BEING: A THEORETICAL ODYSSEY

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ABSTRACT

RISK GOVERNANCE AND ORGANIZATIONAL WELL-BEING: A THEORETICAL ODYSSEY

Nowadays, risk management is particularly important since it's a new way of thinking in organizations. In recent years, there have been notable shifts and a quick acceleration in all industries. In order to ensure critical success criteria, firms must use risk management to protect themselves and continue their operations. The thesis highlights how crucial it is to implement efficient Governance risk management strategies to improve organizational performance and reduce hazards, and achieving well-being. It examines the frequency, seriousness, and strategic of risks that businesses manage, emphasizing the value of taking proactive measures in addition to risk avoidance and transfer. The sample's number is 640. The data is collected from PWC company employees. The thesis ends with a series of suggestions for using governance to achieve organizational objectives by reducing the risk management and achieving well-being in an efficient manner, taking organizational structure into account as a direct management duty.

Keywords: Risk Management, Governance, Organizational Performance, Proactive Measures, Risk Avoidance, Achieving Well-being, Efficient Risk Management, Organizational Objectives.

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ABBREVIATIONS

ANOVA: Analysis of Variance

Std. Deviation: Standard Deviation

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1. INTRODUCTION

Risk governance is a vital aspect of contemporary organizational governance comprising procedures, practices and influences geared for comprehensively identifying, assessing, managing, and also monitoring the directions of risk toward the achievement of the organization's objectives (Collins et al., 2022). This concept has had numerous eruptions over time, and it is currently highly appreciated by organizations across the globe (Renn & Roco, 2020). This idea is widely accepted across organizations, and this is primarily attributed to the increasing awareness of the ever-growing multifaceted twenty-first-century risks such as (operational, strategic, reputation, and financial risks (Karyani et al., 2020). Generally, risk governance is the reasoned determination of the approach to handling ambiguity in the organization, establishing that an institution is ultimately poised for not only anticipated perils but also the prospects that risks avail (Klinke & Renn, 2021).

On the other hand, organizational well-being is a broader phenomenon that goes beyond the traditional and narrow idea of financial health; it includes things such as employee satisfaction and engagement, ethical corporate culture, the robustness of internal processes, and social and environmental impacts of a company are all parts of this (Bal, 2020). This concept of organizational well-being connotes a growing realization that true business prosperity requires creating an environment that nurtures the overall health of the establishment – its workforce and its social impact (Kelly, 2023, p.19).

Organizations are recognizing that the intersection of risk governance and organizational well-being is a critical discipline for them (Rosenbaum, 2015). Risk governance that is accomplished effectively is crucial to the success of how healthy an organization is, and by recognizing and mitigating hazards, organizations can avoid situations that threaten its people, reputation, operating capability, and financial viability (Fraser et al., 2021). For example, a significant impact on an organization's welfare can be avoided if it can engineer an appropriately comprehensive risk governance plan that deals with prospective problems, which include but aren't limited to harm that could befall people in the workplace, malevolent practices by its employee's handling of its money and even cyber security breaches (Pearson & Mitroff, 2019).

Another perspective is to consider how widespread damage may be. This is often called "societal" or "environmental" risk. This perspective is becoming ever more important in modern risk governance and is closely tied in with the concept of corporate social responsibility (CSR) and sustainability (Meseguer-Sánchez et al., 2021). Lots of leading firms are now working towards what could be called a (holistic) worldview or sense of what well-being means for their organization.

As part of such a perspective, it's becoming increasingly common for organizations to describe their risk governance as excellent and proactive; even in a societal context, they may include representation on consumer bodies to take forward the latest thinking or good practice into products or services, or alliances with their supply chain to start to address social or environmental factors that could lead to cost or brand damage (Talwar et al., 2020).

However, efficient implementation of risk governance is not that easy; it comes with hurdles (Luburić, 2019). Acquiring a deep understanding of the unique risk environment of each organization is a must. The risk environment of an organization can be determined by industry sector, geographic location, regulatory framework, and organizational culture (Duchek, 2020). The risk governance framework, policies, and processes need to be designed to fit in with the objectives and risk tolerance of the organization. For such a process to take place, all stakeholders, from executive management and the board of directors to the front-line staff, need to buy in and participate (McShane, 2018).

Resilient risk management systems are another key component of risk governance. This is about ensuring that risks are managed effectively and the company is able to swiftly respond to any changes in its risk profile by having systems (manual or automated) in place that continually monitor and, where necessary, report on them. Technological advancements have given rise to new risk identification and analysis tools, such as data analytics and artificial intelligence, which are making risk management far more sophisticated and agile (Ullah et al., 2021).

A culture that helps organizations achieve success is a risk-conscious matter, with values and ethical conduct at the heart of decision-making. Employees should be encouraged and feel confident to raise risk concerns. Training and communication are key to embedding the risk management process successfully across the entity and making it a fundamental part of the daily operations of the organization (Driskill, 2018).

In addition, in the course of duplicating business procedures to guarantee the resilience of enterprises in an organization, there is an increased effort by risk management people to fulfill established goals and objectives of the organization, maintain a vigorous working performance in an organization, ensure cost-effective operations within a business, promote well-satisfied customer service. The problem of risks, however, has to be resolved as it upholds the unperturbed completion of all business activities and services for the eventual customers (Hillson, 2023).

Healthy organizational resilience brings about persistence and steadiness and ensures that a particular company is able to retain and uphold its customers, thus adding to the healthy running of an organization in every business (Malone, 2023). This comes about by the continuous execution of business objectives by an organization and minimized risks in organization activities. Costs of businesses or organizations are reduced, and services and products accrue high profitability with high profit eradicated (Galkina et al., 2023).

Consequently, blending risk governance with organizational well-being is a steadily developing, essential field for contemporary business enterprises. Effective risk governance is more than mitigating potentially adverse events; it also establishes an ethical, sustainable, and resilient organizational atmosphere (Zainuddin et al., 2023). This highly influential milieu captures the holistic well-being of the organization – encompassing economic viability, employee satisfaction, social responsibility, and environmental stewardship. The continued progression of a more complex, interconnected global environment makes the integration of risk governance with organizational well-being even more germane. Ultimately, the payoff is not only the protection of tangible assets but also advancing the long-term viability and well-being of the business by creating a corporate culture that values and perpetuates holistic health and sustainability (Ali et al., 2023).

1.1 The Research Gap

The analysis will critically highlight the extent of theoretical concepts and frameworks that demonstrate underlying principles of risk governance and organizational well-being. The interdisciplinary perspectives on this topic have analyzed risk governance and organizational well-being in a variety of industries, including management, technology, sociology and psychology. This study aims to collate the models discussed and examine how they can be applied to the chosen industries. The goal of this research is to get a comprehensive perspective on how risk governance functions cross-culturally and across the array of industries and geographical regions that make up the modern economy. (I am working on the data collection and analysis now, and I will rewrite this paragraph when the data analysis is completed).

1.2. The Aim and Importance of the Study

Analyses of risk governance and the care of organizations have taken on more meaning as the current business society is described by fast technological changes, international interdependencies, and increased desires of stakeholders (Effah et al., 2023). Organizations must concentrate in two directions to succeed not only in the present but also in this era characterized by constant instability and changes (Velte, 2023).

It is a period of multifaceted, powerful, and diverse risks encountered by firms at the global level with heightened environmental challenges, cyber threats, market volatility and regulatory changes. The aptitude and capacity to treat these risks are not only regulatory obligations but also crucial strategic factors that may have significant effects on organizations' sustainability, permanence and success (Enciso-Alfaro & García-Sánchez, 2023).

It is the ability of the 'risk governance' competency which allows a company to fully recognize potential hazards whilst systematically evaluating and controlling the risks that have been identified. This proactive approach to managing risk is what will allow an organization to protect its assets, safeguard its stakeholders' interests and ensure the continuity of its operations (Almutari & Almutairi, 2023). Furthermore, when the exigencies of the modern-day corporate environment require decisions to be taken quickly and holistically, it is the competency of risk governance that will instill a culture of risk awareness and well-informed judgement (Cucinelli et al., 2023).

Moreover, other normal financial measures have included the idea of organizational well-being wedded to employee wellness, right corporate behavior and social obligations (Brown & Leite, 2023). In this view, organization well-being is more detailed as the unceasing achievement of the organization is directly dependent on the well-being of the employees, ethical behavior of the organization, social responsibility and the difference the organization creates in the society and social being (Schulz et al., 2017). Research on organizational well-being is critical as it offers suggestions on how organizations establish a productive, dependable workforce, sustain organizational economic effects, and, worst, improve business stakeholder relationships, brand personality, employees' satisfaction and loyalty (Day & Nielsen, 2017).

At the very heart of the concept of risk governance and organizational well-being lies an understanding of the challenges and opportunities facing modern-day corporate entities (Brunoro et al., 2020). It goes some way towards appraising methods of successfully engaging with an ever-changing and complex business environment such that the organization survives, flourishes and is capable of genuine innovation and long-term sustainable growth (Shrivastava & Zsolnai, 2022). By integrating risk management and incorporating organizational health, we can balance the reduction of risk with creating a thriving corporate culture (Pagán-Castaño et al., 2020). It is this balance that is required to build an organization that can genuinely achieve long-term, socially conscious success.

1.3 Research Questions

One must have an understanding of risk governance in his or her repertoire to really get a grasp on its complexities and how its meaning has evolved and is used today within various organizational contexts. This also includes understanding the tools, methods and strategies involved in the risk (investigation, assessment, control and reduction).

The goal of this research is to investigate the effect of risk governance on the well-being of an organization. What is the relationship between effective risk governance and employee satisfaction?

What is the effect of governance on the organizations' financial stability, ethical culture, reputation, and social accountability?

This study also aims to fill the gap that exists between theory and application by scrutinizing practical applications and/or case studies and matching them with well-established theoretical frameworks that revolve around the concept of risk governance along with how it influences the overall outlook of organizations.

Additionally, it aims to ascertain optimal methodologies and pioneering strategies by conducting comparative analysis and examining specific cases, ascertaining the most effective risk governance practices and novel methodologies that contribute to an organization's well-being.

And offer perspectives for the development of future policies and strategies. Provide businesses and policymakers with insights and recommendations concerning the development and implementation of risk governance frameworks that improve the health of organizations.

1.4 Sample

The study population is the PWC company in the Middle East. PWC (PricewaterhouseCoopers is a multinational firm that provides professional services. Its center is in London, and it is the second most enormous firm in the world in terms of professional services. It is present in 158 countries and 743 regions, providing jobs for 236,000 people. PWC was established in 1998. It offers internal and external auditing, tax services, and consulting services. Its office in the Middle East employs over 11,000 experienced employees who hold the highest academic degrees in a variety of fields. PwC's aim is to build trust in society and solve important problems. PwC has been established in the Middle East for 40 years and has 30 offices across 12 countries in the region (PWC website, 2024).

1.5 Limitations

This study is implemented at the PWC company in the Middle East. Therefore, it was the specific range of the study. The questionnaires are distributed to the employees electronically by mail. There are some difficulties experienced during the collection of the data, such as:

- This company has about 30 offices in 12 countries from the Middle East. The accessibility to the employees' mail in each country was difficult.
- As the questionnaires are sent by mail, then this process is affected by the weak internet, where some countries suffer from the lack of internet.
- The data collection process took time, especially since the employees were from different regions.

2. LITERATURE REVIEW

In the current chapter, I will conduct a comprehensive literature review of risk governance and organizational well-being, highlighting the importance and implications of these concepts and shedding light on previous studies in this regard.

2.1 Risk Governance

There is no unanimous comprehensive concept of risk governance. It is a complex term that encompasses the organizations' culture, processes and values (Cucinelli et al., 2023). Risk governance can be defined from a procedural aspect as The systems and processes put in place by an organization to identify, assess, manage, and monitor potential risks and uncertainties that could impact its objectives (Karyani et al., 2020). This definition places significant emphasis on the systematic approach to handling risks, i.e., the strong ongoing cyclical process in dealing with uncertainties arising from a particular situation.

Additionally, it is also defined as The totality of the structures, processes, practices, and communications that are integrated into a business unit's organization and is used to improve risk management effectiveness and efficiency based on best practices (Klinke & Renn, 2021). This is a broader definition that includes corporate culture, structures, and processes. It implies that risk governance is not just about processes but also how processes are embedded in the corporate culture and structure of an organization.

The broadest definition of risk governance also involves its ethical aspects. It includes the values and the ethics within the decisions related to risk, especially the responsible and ethical management of the risk. According to Renn & Roco (2020, P 324), Risk governance encompasses the policies, values, and practices that guide decision-making on risk-related issues within an organization, ensuring that risks are managed responsibly and ethically

Another definition underlines the importance of linking risk governance to the alignment of risk management with the organization's strategic objectives. (Hassan et al., 2022) state that risk governance is the strategic alignment of an organization's risk appetite with its risk management practices, ensuring that risks are managed in a way that supports the organization's goals and objectives.

It is found that risk governance is a comprehensive framework made up of a mix of an organization's culture, values, and processes to identify, assess, manage and monitor risks.

It's involved in the ethical and strategic fit between an organization's risk management process and its overall objectives. This also ensures that the management of risks is handled responsibly in order to achieve the objectives of the organization. The researcher agreed that this framework is dynamic in nature, involves continuous adoptions, and is proactive in engaging with potential uncertainties and challenges that may impact the organization (Akyüz et al., 2021).

2.1.1 The Significance of Risk Governance

One of the major components of specialized knowledge in the effective management of modern organizations is the risk governance knowledge area (Klinke & Renn, 2021). Risk governance is essentially a comprehensive framework, policy, practice, and process for managing and mitigating risk. This is critical for the modern business environment, which is subject to continuous changes and uncertainty. The level and types of risks that are evident in the environment today are very vast and diversified (Moudud-Ul-Huq et al., 2023). Such could include financial risks, cyber risks, operational risks, and environmental risks, among others. If the organization fails to manage these risks effectively, it could suffer huge losses and reputational damages, and in some extreme cases, it could come to a standstill (Imam, 2021).

First and foremost, risk governance is important to organizations as a method of protection. By identifying potential risks, assessing the possible impact of those risks and making plans to alleviate them, organizations can be proactive rather than reactive in addressing threats (Collins et al., 2022). In doing so, they are better able to prevent crises and ensure continuity even when the worst happens. However, in addition to this, risk governance is also about uncovering and exploiting opportunities. If done right, risk governance can empower an organization to turn would-be threats into sources of growth and innovation (Cucinelli et al., 2023).

Risk governance is a key aspect of regulatory compliance with the regulations becoming more and more stringent; this is especially true in industries such as finance, healthcare and energy (Haq et al., 2018). What this means is that organizations have to ensure that their risk management practices are in line with legal requirements. These requirements have created a safer environment for the stakeholders, as any organization that complies with these regulations is deemed not to deviate from their expectations (Hassan et al., 2022).

In addition to including authority bodies, managing risk well will have an influential impact on the corporation's reputation. In today's fast-paced, high-tech societies, if something wrong were to happen, it could spread very quickly on the internet and become a PR disaster (Karyani et al., 2020). But if there is a very strong way of risk governance and risk management, it provides material to show your customers, stakeholders, etc., that the company is a responsible one; this means there is strong governance and risk management, making stakeholders boost their confidence towards your companies (Klinke & Renn, 2021).

From a strategic standpoint, risk governance is an integral and inextricable element of organizational resilience in order to secure business survival and prosperity, as well as the ability to grow despite negative disruption and incidents that may pose a threat to the organism it is feeding. This resilience has now become a "must-have" in the turbulence and the increasing rate of disruptive change disrupting markets (Renn & Roco, 2020).

Furthermore, risk governance is crucial in decision-making since the organization has a structured framework on how to better make an informed decision as per rewards and threats (Collins et al., 2022). Decision-making is also vital since the balance of the decision-making considerably contributes to sustainable growth since it encourages the organization to go beyond its current standing point and take risks that would be considered sensible since they actually give room for growth that will only be experienced from investment in the right places (Ullah et al., 2021).

Another way in which risk governance is changing is that it is now being looked at from the perspective of Corporate Social Responsibility (Agyei et al., 2022). So, organizations are recognizing that their actions have a broader impact across society and on the environment. Now, when you look at effective risk governance point three, it then says that the organization, through risk governance, is also aware of these societal, economic and environmental expectations and manages them so that it does not adversely affect the community or the environment (Bourland-Davis & Graham, 2017).

All levels of an organization have a role in risk governance. Risk governance, therefore, requires everyone's participation and commitment. The board of directors must define risk management, and tolerances need to have a risk management program in place to help the board of directors with that. But if everyone isn't of the same awareness, you will fail (Kong et al., 2021). A culture that is aware of risk and proactively manages risk is needed. If not, risk governance is nothing more than another board and management dictate (Lythreatis et al., 2019).

To conclude, it is clear that risk governance is a vital feature within the modern business environment. The researcher believes that the concept of risk governance is complex and incredibly involved; however, it being at the heart of an entity provides an organization with the safety and assurance that it seeks. By being such an involved process, the researcher believes that risk governance fulfills a security function for all organizations; having such a system in place also ensures governance promotes resilience, strategic decision-making and corporate responsibility throughout the whole organization. As businesses and the roles within businesses evolve, the importance of risk governance across the business will become ever more prominent; it is the element that sets a company aside from its rivals and provides a business with the opportunity to succeed, to learn valuable lessons and provides a process with policies and procedures by which a business can continue to innovate and grow and this agreed with Kong et al. (2021) and Bourland-Davis & Graham (2017).

2.1.2 Risk Governance Framework

The most comprehensive definition of risk governance is the one provided by the International Risk Governance Center in Switzerland (IRGC), a center specializing in developing strategies for the governance of risk, which considers that risk governance refers to the approach, mechanisms and institutions that are put in place to take decisions in a democratic society, that encompass all the key stakeholders, i.e. citizens, government, businesses and academia (Florin, 2023).

The IRGC framework for risk governance recommendations highlights the early identification of risk as well as issues that surround multiple stakeholders. It suggests an all-inclusive approach to defining, assessing, appraising, managing and communicating important risk issues surrounding highly complex, uncertain and ambiguous risks. The framework is generic and can, therefore, be applied to different risks and organizations (Renn, 2020, P101). The framework contains linked elements, with three cross-cutting aspects illustrated in Figure (1) below:

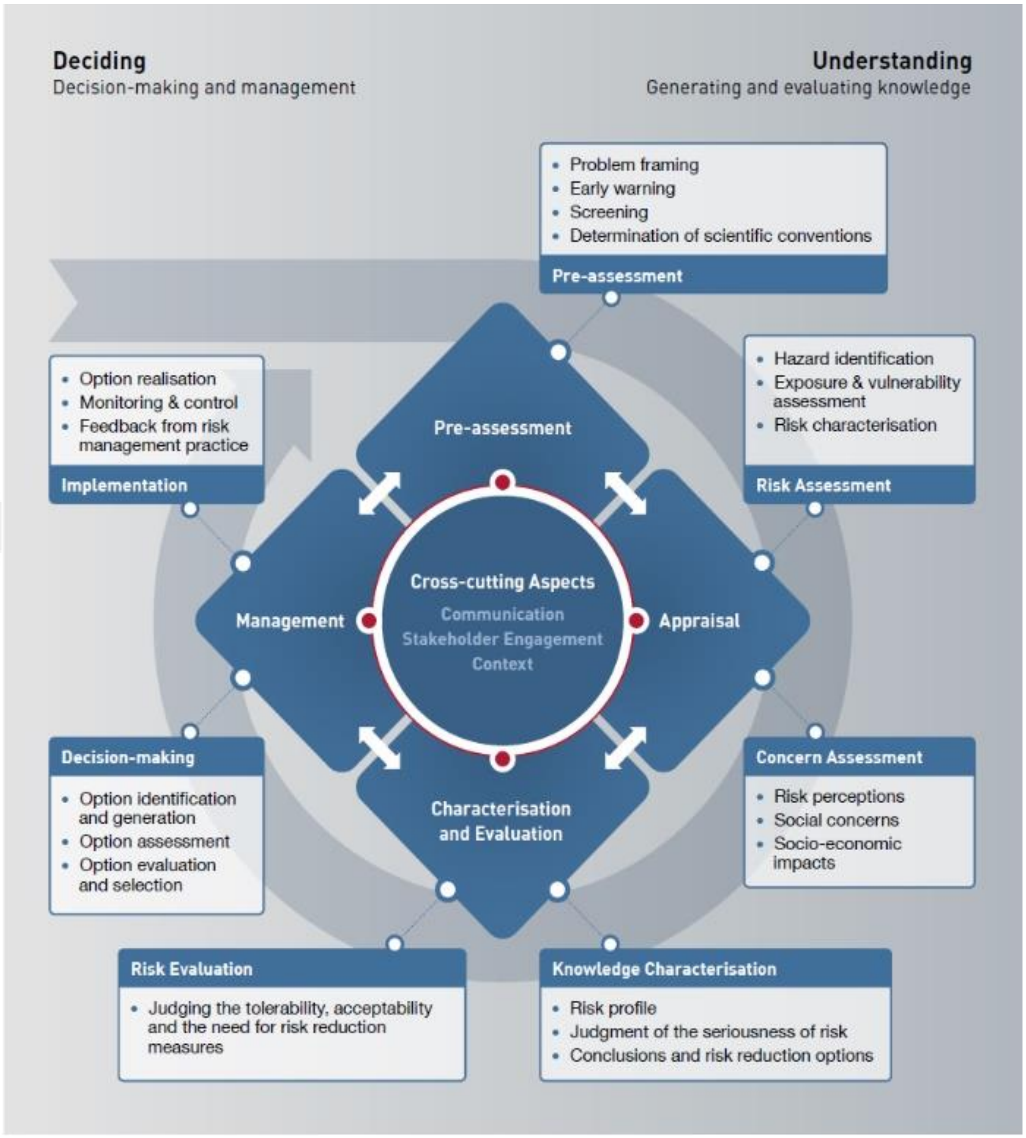


Figure 1. IRCG Risk Governance Framework

Resource: Renn, O. (2020). Risk governance: From knowledge to regulatory action. Knowledge for governance, 93-111.

First Stage: Pre-assessment

In order for risks to be addressed properly, they must be understood completely and effectively. The first stage of the IRGC framework of governance is known as the pre-assessment. This is referred to as pre-assessment because the proposals have to be carefully examined and then prioritized before the assessment can actually begin. This is useful because it gives the opportunity for certain issues to be given more attention than others, allowing the committee to grasp the severity of each fully. This is fundamental in order for the risks to be addressed accordingly and, most importantly, properly (Renn, 2020).

The initial step, problem Fragmenting, is to identify and define the risk issue and put the issue in the context of how the risk can be assessed. This includes understanding the nature of the risk, who the stakeholders are, and the context in which the risk issue is assessed. It is important to understand the risks from the public, science, and policy and come up with a well-defined risk framework to move on to the next stages of the risk governance process (Goerlandt, 2020).

After the Prevention step, the Early Warning step involves identifying risks before they become an issue. This step has a proactive orientation. It includes monitoring and analyzing signals that suggest that a risk is emerging. To do this, the organization may use data analysis, expert consultation, horizon scanning, and so on. Consequently, the organization will identify potential risks in an early stage (Florin & Parker, 2020).

The next step, Screening, is crucial for prioritizing risks. Because all of the identified risks cannot be addressed at once, using this step allows for the determination of the risks that need immediate attention. This step involves evaluating the potential impact and likelihood of the identified risks based on agreed-upon criteria (e.g., severity, urgency, and possibility) to create a prioritized list of risks, thus focusing on the most pressing issues (Hassan et al., 2022).

Lastly, the final step in risk assessment is to have an understanding of the scientific conventions. The purpose of this stage is to identify the methodologies, principles, and greater understanding of the risk assessment, what kind of data and evidence are obtained and acceptable, and how the scientific analysis will take a stand. The end result from this stage is having a framework that would be used for the risk assessment and would be the regulations on what standard the scientific analysis can go by (Klinke & Renn, 2021).

Second Stage: Appraisal

Risk assessment creates and synthesizes the body of knowledge necessary to decide whether to take and/or manage risk and, if so, what alternatives are available for avoiding, minimizing, adjusting to, or sharing the risk (Hegde & Rokseth, 2020). Besides the traditional risk evaluation, risk appraisal includes:

An evaluation of the risk's physical, realistic, and measurable features is known as a risk assessment. Its goal is to identify and characterize the likelihood that a risk will materialize or the probability distribution over a range of unfavorable outcomes, taking into account the hazard as well as the exposure and vulnerability of the values or assets that need to be safeguarded (Ali et al., 2023; Cucinelli et al., 2023).

An investigation of the organization and perceived outcomes (advantages and hazards) where the stakeholders can link with a risk, its reason(s), and its outcomes (s) is known as a concern assessment. It involves evaluating the opinions and concerns of various stakeholders regarding the risk (Fraser et al., 2021).

Modern scientific approaches must serve as the foundation for risk and concern evaluations. In addition to the human and social sciences (such as sociology, psychology, political science, anthropology or behavioral sciences), they also involve the physical sciences (such as toxicology, epidemiology, engineering science, or natural sciences) (Haq et al., 2018).

Risk assessors have access to various data sources that can inform their work. These include big data, which refers to large-scale data sets that can offer evidence of correlations between risk elements and help explain complex phenomena; predictive analytics, which is a statistical technique used in machine learning, predictive modeling, and data mining that analyzes historical and current data to make predictions about unknown or future events; and social media, which can provide information about emerging trends and public opinion (Hassan et al., 2022).

Risk Assessment

The IRGC Framework makes a distinction between the risk's cause and effect (Florin, 2023):

1. The risk coefficient (source), or potentially harmful danger (such as a hazardous chemical) is taken into account on the source side.
2. The containment system of the risk, or the possessions that might be experienced to the risk coefficient, is taken into account on the impact side.

Therefore, the risk is a combination of the risk agent's capacity for harm, the likelihood of experiencing it, and the sensibility of the risk containment system (the maximum magnitude of pressure that the system can withstand). Moreover, risk conveys the probability of experiencing such injury. In risk evaluation, the aim is to understand and manage risk. Several important considerations in risk assessment include Identifying the possible adverse consequences or potential damage. The focus is on how many times the adverse effects might be repeated and how long-lasting they may be. And if there are adverse effects reversible (Ali et al., 2023).

Understanding the processes that lead to the risk and how they could be managed Another aspect the evaluation takes into account is susceptibility to the stress caused by the risk agent. Risk elimination means understanding how the system absorbs and reacts to the risk under examination in order to evaluate possible mitigation methods. Furthermore, the assessment evaluates what kind of accident can be considered, how often this could happen (the kinetics of this particular accident), and what the consequences of this accident on the system are (Collins et al., 2022).

Moreover, this part of the process deals with evaluating the dependability of risk judgments and how certain or uncertain these risks will be. Testing dependability is significant to risk assessments as the test offers a confidence level in the predictions made by the risk assessment. The last thing about a forward-looking risk assessment is the scenarios. This is used to trace risks so that measures can be found to manage them effectively. Scenarios allow you to narrow down possible outcomes and prepare you for a variety of different consequences that they may cause. Scenarios are an essential part to the risk assessment process (Florin & Parker, 2020).

Concern Risk

One of the essential components of the framework of IRGC is the concern assessment. It considers the socio-emotional problems and values that can be connected to the risks. It acknowledges clearly that a person's decisions about how to manage risks are influenced by their perspective, past expertise, and possibly more sentimental or worries based on value (Hassan et al., 2022).

Therefore, it is crucial to comprehend perceptions, beliefs, and worries since they impact attitudes toward risk and the behavior associated with taking it, in addition to determining the cultural mystery surrounding a risk conception. As dangers and advantages become more intricate and interconnected, it can be challenging for people to interpret their experiences and circumstances. In order to make decisions, it is essential to pay attention to the collaborative process of sense-making or how people interpret their experiences. This process can lead to situational awareness and knowledge in highly complicated or ambiguous situations (Florin & Parker, 2020).

Third Stage: Features and Evaluation

Evaluation of the risk is an operation of determining the significance and acceptability of the risk and helping to prepare decisions by comparing the outcomes of risk evaluation with predetermined standards. Evaluating a risk can be aided by characterizing the knowledge about it (Collins et al., 2022).

Knowledge Characterization

The first step within this stage is knowledge characterization, which is the development of a detailed and comprehensive profile of the risk. The first step involves collecting, collating, and synthesizing all available information regarding the risk. This information will include the sources of the risk, the potential consequences of the risk, and the risk's magnitude (Cucinelli et al., 2023).

The information required for risk characterization should be compiled by conducting a risk appraisal. The risk appraisal should focus on collecting information/data that will allow a complete profile of the risk to develop. The criteria to be considered in conducting a risk appraisal should include shifts in risk due to changes in context, the magnitude of the consequences or yield, risk clustering, increased risk due to increased vulnerability, relative economic and psychological impacts of risks to different sectors of society and the adequacy of current risk control activities, where applicable (Florin & Parker, 2020).

Risk Evaluation

The second step is characterizing the risk. Risk evaluation is a comparison of well-characterized risks with risk decision criteria that have already been established. These criteria will generally include societal or organizational policies, standards or expectations for risk tolerability (Goerlandt, 2020). The risk evaluation is the critical link between risk characterization and risk-based decision-making. The process should involve a comparison of the results of the risk appraisal, which comprises an assessment of both risk and its associated concerns, with established criteria for significance/importance and acceptability (Haq et al., 2018).

Fourth Stage: Management

The management phase is when the plan of action to manage the acceptable risks is formulated and executed. If a risk were to be classified as acceptable, that means it is at a reasonable level but is still manageable (Hassan et al., 2022).

To manage risk properly, organizations need to generate options for reducing losses because of risk. This means brainstorming and coming up with strategies for dealing with the risk. Some of the strategies could be to prevent the risk, reduce the risk, or convert the risk. Depending on the kind of risk being managed, reducing strategies differ (Karyani et al., 2020).

After you have identified several viable strategies, you need to critically examine and assess which strategy is best for your organization. At this point in the risk management process, your analysis of each viable risk strategy should focus on the feasibility and effectiveness of each strategy, its cost, and its compatibility with your organizational goals and policies. The evaluation process allows you to compare risk strategies against each other and against the criteria you established in previous steps of the risk management process (Klinke & Renn, 2021).

Following the evaluation step, the next step in the operation is specifying which strategy and options are the best fit for your company. This step is very important, and it comes right after the evaluation process. After a company has its evaluation, it needs to start trying to choose a specific strategy and options. Following the evaluations, these decisions need to be made because they are crucial in determining the final strategy selected for whipping the risk (Renn, 2020).

The last and final step in the process is implementing the risk management measures that you choose. This step aims to put the strategy that you chose into the process. You want to make sure that you read the strategy that you chose, make a plan, and allocate resources to make the strategy work (Renn & Roco, 2020).

In general, I think that the Managing stage is the most important one in the IRGC

Framework, as it takes the findings and decisions made from the Identify and Analyze stages and turns them into real concrete actions. This is the stage where any possible risks are actually managed according to what the company believes is in its best interest. It also has a direct function in determining the organization's risk appetite and the alignment between the management of risk and the overall strategy of the organization.

2.1.3 Deference Between Risk Governance and Risk Management

To understand how risk management and risk governance work, one must first understand the meanings of each. Risk management, according to the International Organization for Standardization (ISO), is the identification, assessment, and prioritization of risks, as well as the application of economic resources to minimize, monitor, and control the probability and/or impact of unfortunate events (Wysokińska-Senkus & Górna, 2021).

It is essential to the complete success of an organization, as risks may come from various sources in all areas of an organization and may have an effect on objectives, tasks, and operations. Risk management allows the appropriate treatment to be effectively carried out; it is an intended sequence often followed by risk assessment. Risk mitigation is the responsibility that identifies an activity or course of events that could negatively impact the organization's ability to achieve its objectives (Ali et al., 2023).

The bridge between the risk management program and the business objectives of the organization is risk governance. Risk governance focuses on the alignment of the organization's overall approach to risk to its strategic objectives. It encompasses not just structure and policy but also the values and culture that support risk management at the strategic level throughout the organization (Ali et al., 2023; Imam, 2021; Klinke & Renn, 2021).

The risk governance process establishes a common language of risk that is based on organization-wide definitions. It puts in place standardized, enterprise-wide risk management framework components and techniques that facilitate practical application at all levels in the organization. It helps establish a common risk perception and corporate risk appetite and tolerance levels. The risk governance process inculcates a standard of compliance throughout the organization. It helps align practices among business units (Haq et al., 2018).

It determines how to foster the desired risk culture. The process integrates the objectives of the organization at all levels. Consistent with that, it encompasses the development and maintenance of an organization-wide communication and consultation strategy. In conclusion, the risk governance process is responsible for compliance with respect to legal and regulatory requirements. It oversees the risk management process by promoting discipline and good rigor in its execution (Lukan et al., 2022).

Whereas risk governance provides the structure and framework for dealing with risks, Risk Management is more operational and tactical. It deals with the practices, tools, techniques, and responsibilities involved in managing risks. Key components of risk management include the identification, assessment and prioritization of risks, followed by the application of resources to minimize, monitor and control the probability and/or impact of unfortunate events (Klinke & Renn, 2021).

The following table (1) shows the specific differences between risk governance and risk management (Cucinelli et al., 2023; Haq et al., 2018; Hillson, 2023; Imam, 2021; Klinke & Renn, 2021; Renn, 2020):

Table 1. Differences between Risk Governance and Risk Management

Aspect	Risk Governance	Risk Management
Scope and Level	Operates at a strategic level, providing frameworks and direction.	More tactical and operational in nature.
Focus	Establishing principles, policies, and culture around risk management.	Focused on identifying and mitigating specific risks.
Responsibility	Involves the board and senior management as part of organizational strategy.	Typically, the responsibility of specific managers and operational teams.
Outcome	Leads to a robust and resilient organizational approach to risk.	Outcomes in the successful identification, evaluation, and reduction of specific risks.

2.1.4 Corporate Governance Theories

Stakeholder theory: It is a conceptual framework for business ethics and organizational management that deals with moral and ethical values in business or with other organizations. This theory suggests that the purpose of work is to create the greatest possible value for stakeholders. In order to succeed and be sustainable over time, executives must maintain the interests of stakeholders in a continuous and balanced manner, which are customers, suppliers, employees, society, and shareholders. Organizations must develop certain competencies for stakeholders, including a commitment to monitoring their interests and developing strategies to deal effectively with them and their work, in addition to dividing and classifying interests into segments that facilitate their management and ensuring that organizational functions meet the needs of stakeholders (Bridoux, 2022).

Shareholder Theory: Shareholders or what are called (shareholders) are all people who own their badges in a particular company, and are referred to as anti-Odin so they decided by the company's board of directors and vote on choosing the task, such as merging the company with another company to increase its profits and shareholders (shareholders) enjoy, as well as the right to buy the new company's announcement or participate in the authorship shares, in addition to their participation in the company's wealth and assets when it declares bankruptcy (Müller, 2023)

Stewardship Theory: This theory assumed that the organization's executives act as shepherds or supervisors on behalf of the owners, and that the two groups of parties share in achieving the same goals. This theory also assumed that the shepherds will maintain and maximize the wealth of shareholders through the company's performance. Here, the shepherds or supervisors, who are the executives or managers who work for the shareholders, maintain and achieve profits for them. On the other hand, the board of directors in this case should not be a monitor to a greater extent as suggested by the agency theory. Here, the board of directors should play a supportive and supportive role for the executive directors and enable them to perform their role and provide the possibility of achieving higher performance. This theory discussed the relationship between the board of directors and executive directors, as it touched on topics related to training, follow-up, supervision and participation in decision-making (Van, 2012).

2.2 Organizational Well-Being

Organizational well-being in the modern business environment has moved beyond conventional productivity and profitability to a more holistic approach that includes the total well-being of employees. This section presents the meaning of well-being, components of well-being, the importance of well-being, and techniques for enhancing well-being.

Studies and surveys over the past couple of years have provided great insight into organizational well-being in the workplace. Understanding well-being in the workplace is crucial in ensuring the success of a business. It has also come to be understood that the return on investment of worker well-being may not be as high as it could be due to a lack of understanding of the impact of well-being on organizational performance. The well-being of employees is recognized to be the responsibility of the businesses, but currently, most businesses do not appear to be effectively measuring the impact of well-being on broader business outcomes such as reputation, customer experience, innovation and finances (Carney, 2022).

The concept of well-being in the workplace has ceased to be simply the offering of occupational health services in the workplace and has instead improved to comprise a wide range of programs, all designed to help in the day-to-day struggles of team members. But now, it also encompasses common practices such as physical, emotional, and financial programs implemented to assist team members in some of life’s most common challenges. As this concept has become widespread in the modern workplace, there is constant conversation surrounding it regarding how responsible an employer should be for an employee’s well-being in the face of the modern workplace and its stressors (Mayes, 2017).

On the other hand, a different study found that most individual-level interventions in the workplace to date, such as mindfulness, resilience training, and stress management, resulted in little overall evidence of effectiveness and have also led them to rethink workplace well-being practices, suggesting that the emphasis should now be on organizational interventions with good strategies for reaching the largest number of employees with a high-quality intervention in order to improve well-being levels since the majority of employers to date have focused on the individual-level interventions which do not seem to have change workers' well-being levels to a large extent (Velana & Rinkenauer, 2021).

There are many ways to look at organizational well-being and to define it as well. From a psychological standpoint, organizational well-being is defined as the degree to which people within an organization experience genuine happiness, satisfaction, and fulfillment in both their work and their personal lives as a result of the total organizational experience that they have. Some aspects of psychological well-being can be job satisfaction and work/life balance (Gardner, 2020).

On the corporate side of things, organizational well-being is defined as the systematic management of organizational practices designed to promote the physical and mental health of employees, secure resourceless working environments, and continuously improve the quality of the working environment in such a way that the organization may contribute to both the welfare of society and the overall economy. Some aspects of corporate well-being may have to do with physical working conditions and complete wellness programs that might be utilized within the organization (Schwepker Jr et al., 2021).

Lastly, from a business performance perspective, it is defined as the degree to which an organizational state is optimally healthful, operating at an optimum level, and free from stresses and accomplished by aligning the best interests of the organization through its employees and senior leaders in the organization, with the best interests of its consumers (Shir & Ryff, 2022). Additionally, some aspects of business well-being can be innovation productivity, can provide successful risk-taking and can introduce new ways of management.

From a researcher's perspective, these definitions are a significant progression from early approaches to the concept of organizational well-being. The emphasis has moved from more traditional health and fitness programs to those that are much more comprehensive and holistic, managed, and provided in ways that address the physical and intellectual health of employees. This includes a growing recognition of particular challenges in relation to health, such as obesity and menopause, and the need to take a proactive stance associated with intellectual health. The inclusion of this varied repertoire of activities in organizational well-being strategies reflects an awareness on the part of practitioners that employee well-being is multifaceted, is of fundamental importance to both individual health and business success and that well-being strategies must be adaptable so as to meet the constantly changing needs and anticipations of the workforce, as is necessary in order to create healthier, more engaged and productive employees, and this agreed with Shir and Ryff (2022), Schwepker Jr et al., (2021) and Velana and Rinkenauer (2021).

2.2.1 Importance of Organizational Well-being

As awareness increases, the significance of organizational well-being is an increasingly popular topic in the business world. It encompasses more than simply financial success and productivity; organizational well-being seeks the total happiness and health of an organization, including the welfare of employees, the work environment, as well as its long-term sustainability (Shir & Ryff, 2022). Organizational well-being is critical for numerous reasons.

2.2.1.1 Enhancing Efficiency and Productivity

The psychological well-being of employees is very important as it is known to influence their engagement levels. This is because employees who have good mental health are more likely to be focused, motivated and committed to their work. Mental well-being also positively impacts cognitive functioning and creativity, enabling innovative problem-solving and better decision-making, ultimately improving overall performance in the workplace (Bal, 2020).

The physical health of employees also plays a crucial role in their efficiency at work. Normally, a healthy employee will be full of energy, happy, and able to concentrate properly. As a result, a happy employee will increase efficiency, is less likely to leave the job and will certainly reduce the number of leaves taken by the employee, which might have been a great disadvantage for the organization. Some of the programs or activities that can be undertaken to improve employees' physical health include, for instance, fitness incentives or ergonomic workspace (Brown & Leite, 2023).

Job satisfaction is another critical factor in personal well-being that also impacts levels of productivity. One who is satisfied with the job they have and finds meaning in their work is more likely to put forth extra effort and go above and beyond what is outlined in their job description. This level of involvement leads directly to higher levels of productivity and better organizationally related-outcomes (Carney, 2022).

Well-being also impacts someone's creative output, another factor that is important in many sectors. If you feel well looked after and valued by your employer, then you will be more likely to think creatively and be innovative in your work. Companies that value their staff and provide a supportive and positive work environment will find that their employees are more likely to offer creative solutions to problems (Day & Nielsen, 2017).

From an economic perspective, it saves a company money to invest in their employee's well-being in more than one way. As I mentioned earlier, a healthy person with a strong, well-functioning body is cheaper to insure. They are also less likely to become seriously injured or sick and are more likely overall to be productive. From an economic perspective, this increase in productivity and efficiency impacts the bottom line of the business; the output per person increases, as does the creativity and efficiency required to reach business goals. This, therefore, means that the business is achieving more for its bottom line, higher profits and gains a competitive advantage over other businesses who have not yet invested money or energy in this (Gardner, 2020).

This is why this area of consideration to employees' needs is not just social corporate responsibility but a strategic investment in the business. Thus, the return to the employers of businesses whose employees' mental and physical health satisfaction about job and well-being are expected to be more productive and efficient, contributing to the success of the business's objectives in the contemporary business environment (Day & Nielsen, 2017).

1. Employee Retention Improvement

Putting the well-being of employees first aids in keeping and attracting more high-quality workers. Over the years, much of the American labor force has felt that work has become the least important aspect of their life and that they need to have proper, good-paying jobs to just make ends meet without being happy. This thinking can particularly be looked at through one of the costliest costs of running a business: turnover. To employees, nothing looks better with a company when the business is only hiring new employees to replace people who have just left the company (Mayes, 2017).

Employees want not only to work for a great business but also to be under great management and have great coworkers. A company that has management that does not consider the well-being of its employees usually upsets other employees. Employee well-being is extremely important for business today, and many businesses boast about how they look after their employees. Today's job market is a very competitive one, and many people joining are looking for more than just a pay packet at the end of the month. Job seekers are looking for a good work-life balance and a job with an employer who will support them (Pagán-Castaño et al., 2020).

If a company is known for how it cares for its employees, it will almost certainly attract the best talent. This not only gets a bigger pool of candidates but also a higher quality of candidates who value the work-life balance and nurturing environment you give your employees. Furthermore, businesses that excel in worker well-being tend to be the forerunners in their industries. This means that they become the gold standard for the type of care employers should give their employees. This often makes the company look very good for their employees, and it usually always helps with retaining employees. Consecutively, this often helps the company to draw in skilled individuals (Rosenbaum, 2015).

An organizational strategy that incorporates well-being into its core values will support the well-being of its current workforce and strategically position itself as an employer of choice. In today's competitive job market, it is important to consider the work environment as a critical tool in attracting, retaining and differentiating valued professionals. By creating a culture of well-being, organizations improve internal morale and productivity whilst improving their external appeal and brand reputation. A focus and strategy for well-being are essential in the modern world for continued and sustainable growth and success for a business.

2. Reduction of Healthcare Costs

As modern workplaces shed the traditional cultural framework and become more vibrant and creative, organizations are seeing a substantial improvement in employee morale and loyalty. Employees who feel that the business is taking proactive measures to improve their lot can grow quickly as professionals. When the business offers a work environment, programs, policies and benefits that nurture employees' health, develop their skills and support their overall personal and professional ambitions, then the chances of them actually leaving the company are reasonably low. It's not just about their job stability anymore (Schulz et al., 2017).

It's all about a sense of fulfillment and reassurance of their future with the company. Also, people are now looking for organizations that are committed to their well-being in addition to the commitment to well-being. In the present employment scenario, where job seekers want to locate themselves in a workspace that cares about their workplace culture and personal well-being, organizations that have stood out internally because they have historically been supportive shadow other employers and have a broader and stronger shortlist of the best candidates (Shrivastava & Zsolnai, 2022).

The employer reputation here is that the organization cares about the well-being of the employees, and this doesn't just cover physical health but the overall employee satisfaction and engagement (Shir & Ryff, 2022). Organizations with an authentic and deep-rooted focus on the well-being of employees will often experience a virtuous cycle of sustained retention and attraction. When employees are happy, they become ambassadors, sharing their positive experiences and contributing towards an employer brand that is hard to shake off (Bal, 2020).

This helps retain talent but also contributes hugely to attraction, with professionals, who are increasingly researching and seeking out a place to work that values their health and well-being, naturally piling in. In conclusion, by putting their employees in step one of their priority, organizations not only gain loyal cashiers but also create an environment that is highly attractive for prospective employees and, therefore, create a real difference in the war of talent that organizations are experiencing today. Well-being is the newest weapon in the HR arsenal when it comes to retaining and acquiring new employees today.

3. Cultural Benefits and Ethical Implications

Developing a culture that highly values well-being is a major step towards building an ethical and socially responsible organization. It goes beyond simply complying with regulations or making the bottom line; it's about embedding a deep level of caring and respect for the well-being of employees into the core values of the organization (Brown & Leite, 2023).

A culture like this influences every aspect of the organization, from how decisions are made to how day-to-day activities are carried out, and it ensures that ethical considerations are always at the forefront .Being well-focused as a company leads to trust and loyalty with employees. When you are working in an organization that focuses on employees being well, it leads to trust and loyalty amongst the employees because it expresses that they are valued and respected. Once employees trust an organization, this produces great employee advocacy, which, in a sense, has a great influence because it looks and sounds better for employees to speak positively about their organization's job and health habits (Carney, 2022).

Being well also affects the overall organization's reputation. When a company is focused on employees being well, it has a way that the stakeholders, which are employees, investors, Customers, Suppliers, regulators, and community, respond. All of these stakeholders are like when a company is focused on how the company is going to have great ethical practices and how employees are being well. For approval, many customers are taken into account. Buyers need to see what sellers' favorable duties say when describing their depends and purchase from these kinds of buyers, even consumers (Day & Nielsen, 2017).

Strong stakeholder relationships lead to a number of measurable benefits for an organization, including investor loyalty, partnering opportunities, and customer preference, all of which directly lead to long-term profitability. An ethical and wellness-centric culture can strengthen these relationships. Investors and partners are more likely to invest in or partner with organizations that commit to sustainable and ethical practices, which are often viewed as good indicators of future long-term viability and organizational integrity (Gardner, 2020).

In the community, actively giving back and being a socially responsible organization can leave your organization with a unique opportunity to have a stronger tie to your community and an overall stronger social footprint. In other words, being a good organization requires continuing to work at being a good organization. But it is more important in many respects to focus on how we are doing right now because that is what is driving positive organizational images or negative organizational images, whether or not we can live up to claims of corporate responsibility, and how much money we will make during this fiscal period (Mayes, 2017).

Making well-being the dominant cultural theme within a company is not just the right moral and ethical choice. It is the strategic choice. It associates you with an organization that is likely to be one of the most responsible, most respected, and most sustainable organizations. It emphasizes a positive internal and external frame of reference. It makes sure you are known as an organization of integrity and one that handles its social responsibilities better than any of its competitors. It makes you proud to be a member of this place (Pagán-Castaño et al., 2020).

And, it attracts a better class of employees — one who does not just react to current business conditions but shares your vision of the future and your appetite for long-term success. It attracts better customers — customers who want to be a team member of the same kind of organization. It leaves investors in no doubt that your company has a long-term future. It also sets you aside in a positive sense from almost all your competitors (Rosenbaum, 2015).

4. Resilience and Adaptability

In an ever-evolving and, at times, hostile business environment, adaptability and resilience are two key characteristics that employers look for in today's workforce. Prioritizing wellbeing will improve adaptability and resilience. A healthy, well-looked-after workforce is a naturally more resilient one. It can cope with change and challenges a lot more easily than an unhealthy one (Schulz et al., 2017).

A physically and mentally good employee will have more coping methods to deal with stress and, therefore, be more likely to be able to maintain productivity when the pressure is on. Furthermore, a culture of well-being tends to foster open communication, innovation, and collaborative problem-solving—all of which are important to being adaptable (Schwepker Jr et al., 2021).

Employees in such organizations feel valued and supported, which tends to lead to higher engagement and a willingness to get involved in any changes that are required. Their attitude toward change is also likely to be more positive: Rather than regarding it as a threat, they tend to view it as an opportunity (Shir & Ryff, 2022).

In addition, businesses that invest in the welfare of their workers manage to increase their loyalty and commitment to them and the company. This forms a more cohesive construction within the organization. As a result of this unification, an organization is better able to confront external threats. Having a workforce full of dramatically resilient individuals means that the corporation can adapt and keep pace with the swift changes in today's market, economy, and industry (Shrivastava & Zsolnai, 2022).

The continuity of the company and its success is guaranteed by the ability of its members to recognize and take action to end disruptive forces that negate stabilization and balance. In conclusion, employee well-being isn't just about physical health, but it is also a strategic asset to the organization in terms of its adaptability and resilience. Having well-being at the heart of the organization not only increases the health of the employees but also increases the likelihood of the organization being able to go through the ups and downs that the business world faces (Day & Nielsen, 2017).

This makes the organization more agile, enables it to respond quicker, and allows it to prosper even in the toughest times. Be reassured that there are countless articles and studies on the topic of employee well-being as a driver of organizational resilience if you would like to learn more (Carney, 2022).

From the previous discussion, the researcher finds that the notion of organizational well-being has come a long way, transforming from a fringe idea to something businesses see as integral to the way they work. Approaching the subject of well-being from multiple angles: physical, psychological, emotional and social, with implications stretching beyond the office, organizational well-being touches everything and breaks down the barriers between work and the rest of life; these outcomes are agreed with (Schwepker Jr et al., 2021).

To understand the growing importance attached to the concept of organizational well-being, it is crucial to appreciate the number of benefits that organizations can derive from it. Foremost among these is the tangible economic advantage. Organizations that treat well-being as a priority enjoy better productivity and efficiency from their employees. Having a satisfied, mentally and physically healthy workforce with no aches and pains leads to more engagement, creativity, and productivity, which leads to overall improved organizational performance and profitability. The fact that employee well-being is related to the success of an organization has now, for all purposes, become a cliché. Still, it is a cliché that is further substantiated by significant empirical research and which has the support of those at the leading edge of the industry (Paz & Fernandes, 2021).

Moreover, the repercussions of good welfare extend towards the critical areas of employee retention and attraction. Firms that create a positive workplace, one that actively encourages employee health and happiness, not only keep their existing talent but also appeal to new talent. Under immense competition for jobs, the reputation of putting employees first can be invaluable in securing top-class employees. The virtuous cycle of a satisfied employee-to-employee advocate enhances the brand image of a company and becomes an attractive employer to existing and new employees (Abdullah & Huang, 2021).

Cultural and Ethical benefits are intergraded as part of a balanced well-being equation. A people-centric approach to well-being adds to the ethical and social responsibility of an organization. An organization's ethical duties are clearly reflected and followed, from the decision-making to how people are treated within the organization. Owing to this ethical practice and people's well-being, organizations earned a company reputation and relationships with various stakeholders, such as customers, investors, and the community of belonging. Organizational reputation is now a 1-0 fundraising factor compared to any other time before due to global awareness, consciousness, and a responsible business attitude (Hou N. & Peng, 2023).

Secondly, organizations that prioritize well-being demonstrate higher adaptability. When a workforce is fit both physically and mentally, they are able to handle change and stress, which overall adds to the organization's resilience. This is magnified by a culture that encourages innovation through open communication and collaboration. When employees feel valued and supported, they are much more likely to look at change as an opportunity rather than a threat (Koburtay & Alzoubi, 2021).

As organizations move towards a well-being-centric approach, they will be hindered by various challenges and complexities. Further, developing and sustaining a culture of well-being requires a long-term commitment, investment of resources, and continuous evolution in response to the changing nature of customers' trust and demands. Nonetheless, the upside far outweighs the downside. Organizations that have well-being high on their agenda are better positioned to flourish in a future where talent is the only real differentiator amidst widespread change (Hou N. & Peng, 2023).

Looking ahead, the field of organizational well-being will continue to evolve. New challenges will arise in the future, and well-being will be defined more broadly to include new needs. Technology, demography, and globalism will continue to reshape well-being. Organizations will need to be nimble and responsive. They will need to continuously adapt their well-being strategies and solutions to the changing needs of the individuals in their workforce (Salas-Vallina et al., 2021)

In conclusion, organizational well-being is not a trend in the sense that trends come and go. What it is, however, is an incredible shift in the way we understand and operate organizations. This holistic modality is a commitment to your workforce's health and happiness. An agreement is needed that the wiring of your employees' internal lives is the single lifeblood of any organization that desires to be sustainable. The potential well-being possessed by the organization is staggering. Productivity, brand image, legal and social obligation- it's all right here. At a time when commodities like paying a living wage and becoming a paperless institution are not only important- but soon to be standard practice, well-being is an incredible opportunity to separate your organization from the pack. As we as a society continue to drape further responsibility upon organizations neglecting our collective selves of these key practices would paint our organizations as dinosaurs while our well-being-equipped counterparts outperform us, and this is confirmed by (Salas-Vallina et al., 2021).

2.2.2 Organizational Well-being Components

Organizational well-being is multifaceted and can be impacted by many factors and inputs of the organization structure, all of which affect the work organization and its employees in different ways (Shrivastava & Zsolnai, 2022). By studying all of these factors comprehensively, more light will be shed on the functioning of the organizations:

2.2.2.1 Health and Safety of Employees

Creating a safe and healthy workplace lies in the foundation of creating a good sense of one's well-being. Physically, it would entail the fact that the workplace is safe and harm-free and that it is situated in a healthy environment (Bal, 2020). In terms of the psychological aspect of the workplace, a psychologically safe and sound workplace takes seriously the psychological well-being of employees. An organization that has put serious emphasis on the health and safety of its workforce puts in place safety procedures, safety training, and mental health support for workers. A physically and mentally safe workforce is more likely to be engaged, productive, and loyal (Guerin et al., 2020).

1. **Work-Life Balance**

The ability of organizations to be successful and sustainable in the long run is dependent upon the well-being of the organization and those who work for the organization. Work-life balance is an integral aspect of organizational well-being in that it involves striking a sweet spot between the requirements of work and the requirements of life (Guerin et al., 2020). Organizations that recognize the importance of work-life balance realize that employees have a life outside of the office, so they have implemented policies like flexible schedules, telecommuting, and increased vacation time in order to decrease burnout and stress. Work-life balance is important in that it helps to increase job satisfaction, increase productivity and decrease rates of turnover (Wood et al., 2020).

2. **Positive Work Environment**

One component of organization wellness is fostering a positive work environment. A positive work environment encompasses many different aspects, such as positivity, inclusivity, and treatment with respect. Fostering a positive work environment would ensure an organization has a workplace culture that promotes employee teamwork, open communication, and overall acceptance (Rasool et al., 2021). This means the organization would have anti-discrimination, -harassment, and toxic behaviors of any kind policies in effect. Having a positive work environment not only boosts employee morale and engagement but also leads employees to be more creative and innovative in the organization, which is agreed upon (Rasool et al., 2021).

3. **Employee Development and Growth**:

One of the basic components that determine the well-being of individuals in an organization is employee development and growth. Employee development and growth includes offering individuals learning and growth opportunities that can relate to and enhance their work and their future. Organizations that value employee development and growth offer training programs, mentoring, and/or clear career paths. Organizations that take action to ensure that employees are continuously learning and growing are more likely to have employees who are engaged and committed to the organization. Learning is essential to an individual's adaptability, and today's business landscape is rapidly and constantly changing (Pradhan & Hati, 2022).

4. **Ethical Practices and Sustainability**

Ethics and sustainability are two very important components of organizational well-being that go beyond the office doors. Ethical practices involve any aspect of the company, from the hiring process to termination decisions and promotions to transparency in business practices and the way it treats its employees. Sustainability is the way a company takes a stand to be a good corporate citizen and to help preserve or even improve the environment both in the direct workplace and worldwide. Being ethical can also help build trust among customers and employees by showing transparency in business practices, treating everyone fairly and consistently, and making ethical decisions in the workplace (Hayat Bhatti et al., 2020).

In conclusion, exploring organizational well-being has provided a profound comprehension of this concept as intricate and multi-faceted. As mentioned in this discussion, organizational well-being encompasses several interrelated components, which range in importance, but without each, the overall health and effectiveness of both the employees and the organization would diminish. This exploration has revealed a central insight into organizational well-being as it evolves. Organizational well-being is not a fixed concept; it is a living framework that changes according to societal expectations, the workplace environment, and the challenges that emerge. Unpacking this insight illustrates the significance of organizations remaining agile and open to the evolving dimensions of well-being (Abdelaziz, B. & Chen, 2024).

Leadership is a critical factor in fostering well-being. Because leaders are not immobile figureheads; rather, they are more like architects of the cultural structure of the environment. They create a workplace culture that stays with the organization's well-being values and sets the tone and priorities. Leaders who embrace well-being initiatives, encourage open communication, and lead empathetically are seen to drive a great positive work environment. These proactive leader behaviours drive employee engagement, satisfaction and well-being. If an organization makes its health and safety one of its main targets, it can have a few implications. Most importantly, organizations that ensure a healthy and safe working environment are more likely to include morals and ethics into their strategic plan and gain ultimate advantage. Looking after people's fitness motivates them and helps them come to work and want to work to the best of their ability, making them more productive, meaning higher quality work over a quicker period of time (Salas-Vallina et al., 2021).

Organizational well-being comprises work-life balance and a positive work environment, both of which are shown to decrease burnout, improve job satisfaction, and foster increased creativity and innovation. Currently, organizations that offer flexible work arrangements and inclusive cultures are better able to attract and retain top talent than those that don't. Ethical practices and sustainability initiatives are part of the pillars that make up the well-being of an organization (Abdelaziz, B. & Chen, 2024). To summarize, organizational well-being is a complex, multidimensional concept composed of a range of interconnected components. By giving priority to these components, an organization can create a working environment where people feel valued, supported and motivated. In return, the result is likely to be increased employee engagement, productivity and resilience, which should contribute to the long-term success and viability of the organization; this is confirmed by Abdelaziz and Chen (2024) and Salas-Vallina et al. (2021).

2.2.3 Organizational Well-being Enhancement Strategies

The significance of organizational well-being cannot be wielded in building successful, sustainable and healthy modern workplaces. Realizing its importance, organizations are deploying well-rounded strategies to enhance the well-being of their employees to keep up a vibrant and healthy workforce (Hayat Bhatti et al., 2020). The following discussion sheds light on five key strategies that organizations use to enhance organizational well-being:

1. Wellness and Health Programs Implementation

One of the most important strategies that can be implemented to enhance overall organizational well-being is the implementation of health and wellness programs. Health and wellness programs are used to encourage and prioritize the physical and mental health of employees. Included in the health and wellness programs are a variety of different breakthroughs that give full support to the employee's physical and mental well-being. These services include health screenings, therapy, workout and healthy eating challenges, and the availability of medical resources (Bal, 2020).

Not only do health and wellness programs encourage a healthy workforce, but they could demonstrate the organization's sincere dedication to keeping their employees healthy. Health and wellness programs are particularly beneficial when analyzing the growing concerns of employee stress, employee burnout, and employee mental health issues. Health and wellness programs help employees take control of their own health and, therefore, better handle these concerns in the workplace (Brown & Leite, 2023).

2. Flexible Working Arrangements

The second strategy that can improve organizational wellbeing is providing flexible work hours. Today, work models where employees only go to work from 9-5 may not be favorable since employees have different needs, and management should recognize that. Each employee may have a preferred or ideal work hour, and the company can consider using flexible working hours (Carney, 2022).

Flexible working hours allow employees to balance their personal life and work. Flexible working hours show that the employer trusts the employees to do the work required. The employees create a work environment that suits them, which lowers their job-related stress. This job aspect can also attract or retain top talents by providing a favorable work environment.

3. Supportive Culture Promoting

Promoting a supportive and inclusive organizational culture is another essential strategy to improve the well-being of workers in the organization. A good work environment can be characterized by open communication, collaboration and recognition of achievements. Organizations that practice these will not just boost employees' morale but will make them feel they belong and are valued (Day & Nielsen, 2017).

Open communication channels give employees an avenue to express their concerns, seek support when needed, and provide management with valuable feedback. Collaboration, on the other hand, helps to bring out the spirit of teamwork, creativity, and innovation in the workplace, making the work experience more engaging. Finally, recognizing and celebrating achievements, no matter how small fosters an appreciative and motivated culture.

4. Providing Opportunities for Professional Development

Organizations should make efforts to invest in their employees' professional lives in an effort to improve working conditions and benefits to both the organization as a whole and to the individual who works there. It is important to provide employees with the tools they need to succeed, and knowing this, organizations should offer training and other educational opportunities that will help employees better themselves and their careers (Gardner, 2020).

By giving the employees these opportunities, it will empower them to acquire new skills, increase their knowledge in their field, and move forward in their careers. These actions will create more developed, confident, and fulfilled employees, which in return will also help build a work environment and culture that is more engaged, innovative, and adaptable.

5. Ensuring Sustainable and Ethical Practices

The last strategy to enhance your organization’s well-being is ensuring that you adopt ethical and sustainable practices. Ethical practices involve integrity, transparency and responsible decision-making in the organization. It involves maintaining ethical standards in all your operations, e.g. financial practices, employee relationships, etc., as a way of ensuring that you continue to be an ethical performer. Sustainable practices also fall under this strategy (Carney, 2022; Day & Nielsen, 2017).

Organizations should commit to dropping their carbon footprint. You should be committed to minimizing your impact on the environment, promoting eco-friendly practices, and contributing to efforts to fight climate change by taking on aid sustainability. Other than fulfilling your corporate social responsibility, organizations that adopt sustainability measures pass the test of time. Ethical and sustainable practice also improves your practice’s reputation and how stakeholders perceive your organization; this will improve your relationships with the clients, shareholders and the community. It also improves your external look, which will trickle down to enhance your well-being internally (Pagán-Castaño et al., 2020).

In conclusion, there are many different strategies to enhance well-being at work, and they all interrelate in various ways. Some of the strategies that can be used are implementing health and wellness programs, providing flexible work arrangements, establishing a supportive work culture, providing opportunities for professional development, and instituting sustainable and ethical business practices.

When organizations use these strategies, they consider not only the well-being of their employees but also set themselves up for ongoing success and sustainability. These strategies clearly define what it means to have a flourishing and resilient workforce and also to have a positive organizational culture. These strategies can be used in the variable business world and can be used in any organization to improve the employee's well-being.

2.3 Relation between Governance and Organizational Well-Being

It is clear to us through our study, based on theoretical foundations and previous studies, that the proper application of corporate governance necessarily leads to achieving well-being, especially when governance adopts models that give employees special care, and considers that employees who are happy in their job and work environment will be more productive than others, which leads us to interpret the relationship between governance and well-being as a positive and direct relationship that contributes to improving the performance of employees and the organization as a whole by reducing defective products and reducing work accidents. The Good application of corporate governance contributes to raising the morale of employees, employee participation in decision-making motivates the employee to bear responsibility better, In addition to appreciation and respect, which corporate governance seeks to embody, by establishing business ethics, and disclosing with full transparency the information the employee needs, and his knowledge of the general situation of the institution, under the principle of justice. Among all human resources, it is considered the most important factor in achieving well-being. Additionally, the reward system, which is an effective mechanism in corporate governance, activates employees and motivates them to perform work effectively and efficiently. Corporate governance contributes to reducing conflicts between management and employees, which leads to reducing the rate of turnover and absence, resulting from employee well-being (Piao, 2022). The impact of governance on employee well-being is evident in several key aspects, including transparency and accountability, this is achieved by improving trust. Effective governance enhances trust between employees and management through transparency in decision-making and accountability for performance. A good governance system allows employees to participate in decision-making processes, which increases their sense of belonging and boosts their morale.

The goals and policies are determined to achieve the governance. The effective governance helps define goals and policies that focus on employee well-being, such as improving working conditions and developing social programs. It can develop long-term strategies that support employee well-being in a sustainable manner. Good governance ensures that resources are distributed fairly, which means improving wages, providing good work facilities, and health services. It also creates a positive corporate culture that supports cooperation and respect among employees, which enhances well-being, as well as encourages training and development programs that help employees develop their skills and realize their potential. Governance can be a powerful tool for achieving employee well-being. Through transparency, equitable distribution of resources, and promoting employee rights, organizations and governments can create a healthy work environment that supports the well-being of all individuals.

Since governance primarily reduces risks, reducing risks also has an impact on employee well-being (Atkinson, 2011). Reducing risks contributes significantly to employee well-being in several ways, including improving safety and health by ensuring a safe working environment: Reducing risks reduces work accidents and injuries, which enhances the overall safety of employees and leads to reduced sickness absences. In addition to increasing psychological stability and reducing stress, reducing risks contributes to reducing levels of anxiety and stress among employees, which enhances psychological stability and promotes happiness at work. It also contributes to enhancing confidence, as when employees feel protected from risks, they feel more confident in the work environment. Reducing risks includes providing flexible work options, which allows employees to better manage their personal and professional responsibilities. By reducing risks, organizations contribute to improving employee well-being, which results in a healthier, more productive and safer work environment (Real, 2022).

3. METHODOLOGY

3.1 Research Objectives

To achieve the research objectives, descriptive analytical method. It is a method that is used to study phenomena by describing them logically and scientifically and then explaining them through logical and rational explanations based on evidence and proofs that enable the researcher to frame the problem of his study.

The descriptive approach is used to study phenomena as they exist in reality, describing them accurately and expressively in a qualitative manner, clarifying their properties and features, and describing them through numbers and tables expressing the amount and size of the phenomenon being studied and the extent of its connection and relationship with another phenomenon. A set of descriptive statistics tools are used, represented by arithmetic averages, as well as correlation coefficients and regression equations. This is based on the SPSS 25 program (Statistical Package for the Social Sciences).

3.2 Research Questions

In this study, the problem is represented by the following question:

Does the governance application in the organization impact risk management and achieving well-being?

The sub-questions are:

1. Is there a correlation between governance and reducing legal risks?
2. Is there a correlation between governance and reducing reputational risk?
3. Is there a relationship between governance and financial risk management?
4. Is there a relationship between governance and operational risk management?
5. Is there a correlation between governance and achieving well-being?

To answer those question, reviewed the methodology that followed in completing this study according to the following steps:

- The researcher's sense of the study's problem represented in revealing the reality of governance and the impact it has on risk management and achieving well-being.
- Conducting a survey study to identify the research field and verify the possibility of applying the research in the organization studied.

- Determine the research problem that is limited to the following question: Does the governance application in the organization impact risk management and achieving well-being?
- Sample selection stage: A sample is drawn from the population after its number is calculated based on Thompson's equation as follows:

- Collecting data and determining the characteristics and features of the study population.
- Unpacking the data, we have collected, comparing it with each other and arranging it.
- Extract results and get answers to research questions.

3.3 Research Model

Independent Variable: Governance

Dependent Variable: Risk management and achieving well-being (reducing legal risks, reducing reputational risks, financial risk management, operational risk management, achieving well-being).

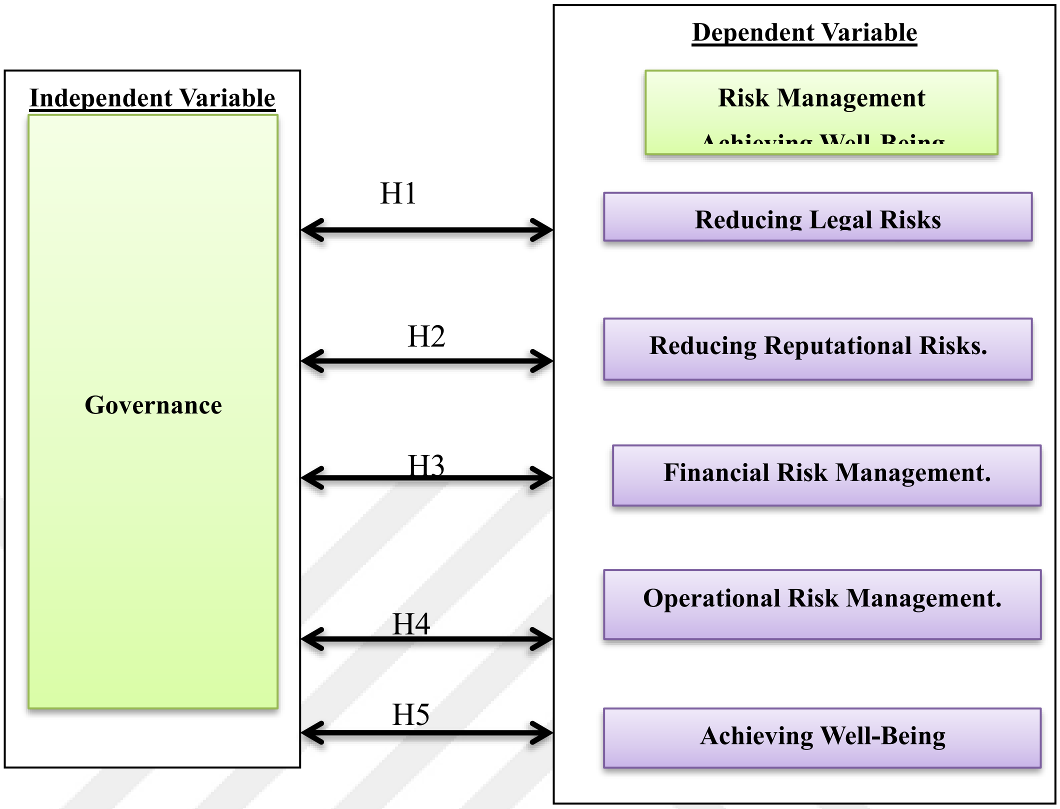


Figure 2. The Research Model

3.4 Hypotheses

H_1: There is a correlation between governance and reducing legal risks.

H_2: There is a correlation between governance and reducing reputational risk.

H_3: There is a correlation between governance and financial risk management.

H_4: There is a correlation between governance and operational risk management.

H_5: There is a correlation between governance and achieving well-being.

3.5 Data Collection

The data are compiled from PWC offices in the Middle East. The managers of these offices were contacted via email to inquire about the offices and their employees, and the researcher coordinated with them to reach the employees' email addresses in order to achieve the coordination to participate in the questionnaires and implement the study's objective.

The Questionnaires are designed based on Google Forms, and they are distributed to employees using the Google Form link to gather the data.

Some important measures are followed to ensure high-quality answers in statistical questionnaires according to the Likert scale. First, the questions should be designed clearly and understandably, and duplicate or tiring questions should not be formulated for participants. Second, diverse and comprehensive answer options are provided to enable participants to express their opinions accurately. Third, the confidentiality of the questionnaire and the confidentiality of participants' data must be ensured to encourage them to provide honest and frank answers. Finally, it is preferable to guide participants before starting the questionnaire with an explanation of the goals of the study and the importance of their involvement in achieving accurate and tangible results. By following these steps, high-quality answers can be obtained through questionnaires.

Interviews are conducted with the respondents by Google Meet when distributing the statistical questionnaires to ensure that they correctly understand the questionnaire's questions and are properly guided in the process of answering them. Through the interviews, confusing questions were clarified, the aim of the study was clarified, and the questionnaire was ensured to be answered accurately and clearly. This assists in increasing the data precision and enhances the quality of the statistical results.

To ensure non-bias in the statistical questions' answers using a Likert scale, some procedures are employed as follows:

1. Ensure privacy and anonymity: Encourage the respondents to answer truthfully by confirming that their responses will remain confidential.
2. Randomize the options of questions: Blend the order of the five Likert scale options to avoid bias from the respondents selecting the same response repeatedly.
3. Prevent-oriented questions: Design survey questions using a neutral method to prevent the impact on respondents' answers.
4. Implement test surveys: implement small-scale tests of the questionnaires before they are distributed to determine any potential biases.

By achieving these procedures, the researcher can ensure a non-biased statistical response using a five-point Likert scale.

3.6 Ethical Considerations

Several important ethical considerations were taken into account, including:

1. Maintaining the privacy of participants: Ensuring the confidentiality of the personal data collected and preventing it from being leaked to unauthorized parties.
2. Obtaining individuals’ consent: involvement in the study is elective, and individuals’ assent is obtained before their data is collected.
3. Providing clear information: The objectives of the study and how the Combined data will be used are clearly presented to the participants.
4. Avoiding manipulation: Any manipulation or distortion of data collection is avoided in order to achieve specific results.
5. Presenting results transparently: The results are published transparently and without manipulation.

-Informed Consent:

It is considered a basic procedure in statistical research, so clear and understandable consent is obtained from the participants before compiling data. After explaining the study's purposes, the method of collecting data, and how it will be used to ensure the protection of the privacy and confidentiality of personal information, it is ensured that the participants are aware and rational about the probable risks and benefits of their participation in the study, which ensures the necessary protection of their rights.

3.7 Statistical Tools

1- The mean:

It represents the sum of the answers collected by the researcher from the sample divided by the number of answers (Chabé-Ferret, 2022).

2-Frequency:

It is used in statistical tools to analyze repeated data. Frequency is used to calculate the arithmetic mean, median, mode and standard deviation (Chabé-Ferret, 2022).

3- Standard deviation:

It is a measure of the degree of dispersion of data in a given set of numbers. It gives an idea of how dispersed the values are from the mean value in the set. It is calculated as the root mean square variation of the data from the mean value. It is used to estimate the extent of variation and variability of the data in a sample or series (Chabé-Ferret, 2022).

4- The Pearson correlation coefficient

It is a statistical measure applied to assess the intensity and direction of the relevance between variables. Its value belongs to the scale (-1 to +1), where a result close to +1 refers to an increasing positive relevance between the variables, a result close to -1 indicates an increasing negative relevance and a result close to zero indicates no relevance (Jalolov, 2024, P4).

5- One-way analysis of variance (ANOVA):

It is a statistical experiment applied to match the means of multiple independent variables. This method aims to determine whether there are statistically significant differences between the means of these variables (Jalolov, 2024).

6- Simple regression analysis:

It is a statistical experiment applied to understand the relationship between two variables, one of which is the independent variable (Governance) and the other the dependent variable (risk management and achieving well-being). Simple regression analysis is used to determine the extent to which the explanatory variable affects the dependent variable. This is done by estimating the mathematical equation that represents this relationship and testing the hypothesis that this effect exists (Jalolov, 2024).

3.8 Measurement

To achieve the research objectives, a questionnaire was designed consisting of two main axes:

1. Governance.
2. Risk management and achieving well-being.

The questionnaires are distributed to the sample members, and then its stability will be verified by calculating Cronbach's alpha coefficient. The questionnaire was constructed according to the Likert scale, where the answers to the questionnaire paragraphs are (strongly disagree, disagree, Neither Agree nor Disagree, agree, strongly agree) (Robinson,2024, P 3919).

Table 2. Five-Likert Scale

Mean	From	To	%	Level
Robustly Disagree	1	1.79	%0-35.8%	Lowest
Disagree	1.80	2.59	%35.9-%51.8	Low
Neither Agree nor Disagree	2.60	3.39	-%51.9-%67.8	Middle
Agree	3.40	4.19	-%83.8%67.9	High
Robustly Agree	4.20	5	%100--%83.9	Highest

3.9 Verifying the Validity of Scales

This means that the scale should include all the elements that are used for analysis, and its phrases and vocabulary should be clear and understandable. The tool should measure the aim of the study. The tool is considered valid if the validity of its degrees is determined. The following is an explanation of the validity of the tool:

3.9.1 Apparent Validity

The validity of the questionnaire is verified by applying the validity test and presenting the questionnaire list to a committee of experts. Their answers are in agreement, and they did not suggest any amendments. Therefore, the tool can be used for measurements.

Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity

This test of sampling adequacy investigates whether the partial correlations between the studied variables have a small value. The value of Kaiser-Meyer-Olkin must be more than 0.5 (KMO > .5) to promot the validity of the selected variables. Bartlett's test of sphericity investigates that correlation matrix is identity. The significance level for the Bartlett's test must not accessed 0.05 (Babaee, 2010).

Table 3. Kaiser-Meyer-Olkin and Bartlett's Test

	Kaiser-Meyer-Olkin value=**0.764** Eigenvalue=**4.01**	Bartlett's Test of Sphericity value = 0.009<0.05
No.	**Questionnaire Dimensions**	**Loading factor**
1	**Governance**	0.806
	Reducing legal Risks	0.764
	Reducing Reputational Risks	0.877
	Financial Risk Management	0.825
	Operational Risk Management	0.799
	Achieving Well-Being	0.754
2	**Risk Management and Achieving Well-Being**	0.915

All the variables have a loading factor more than 0.754. the loading factor values are larger than 0.40, as mentioned by (Babaee, 2010). The Eigenvalue was 4.01 which means 80.001% of the variance in the data. It can be noticed that the research model is a valid for this study.

3.9.2 Measuring the Scale Reliability

Cronbach's alpha coefficient is used to verify the reliability of the questionnaire statements to determine the validity of the tool for application to the study population. The following table shows the reliability coefficient of the questionnaire statements based on the five-point Likert scale.

Table 4. Cronbach's Value

No.	Questionnaire Dimensions	Cronbach's Alpha
1	**Governance**	0.85
	Reducing legal Risks	0.81
	Reducing Reputational Risks	0.75
	Financial Risk Management	0.82
	Operational Risk Management	0.80
	Achieving Well-Being	0.77
2	**Risk Management and Achieving Well-Being**	0.79
Total		**0.84**

From the above table, Cronbach's value for the first dimension is (0.85), for the second dimension (0.79) and for the total questionnaire, Cronbach's value is 0.84. These values are statistically acceptable.

3.9.3 Internal Consistency

This refers to the degree of consistency of all questionnaire paragraphs with their related axis. This consistency is calculated for a survey sample through the correlation factors between each paragraph and the overall score of the axis to which the statement belongs, as follows:

3.9.3.1 Internal Consistency of the First Axis

Governance

Table 5. Correlation Coefficients to Check the Internal Consistency of the Governance Axis

Questions	Correlation	Sig.
1-Implementing a corporate governance structure helps to increase the transparency and efficiency of the services in which the organization operates	0.77	0.00
2-Corporate governance helps provide a mechanism that ensures the participation of everyone inside the organization (stakeholders) and outside it.	0.82	0.00
3-Corporate governance defines the distribution of responsibilities among the parties responsible for supervision and operation.	0.70	0.00
4-The framework of corporate governance rules emphasizes the need to respect the rights of stakeholders that are protected by law.	0.75	0.00
5-The application of corporate governance in the organization helps in the accurate disclosure of data related to all financial matters.	0.71	0.00
6-Corporate governance helps the board of directors to establish an effective control system that prevents conflicts of interest.	0.83	0.00
7- An organization's risk management policy is established.	0.82	0.00
8- A mechanism is in place to receive complaints and suggestions from customers.	0.79	0.00
9- The distribution of rewards and incentives is applied in the management of the organization.	0.88	0.00
10- Procedures are taken to ensure effective control in the organization.	0.84	0.00

All the Correlation values have a statistical significance of less than 0.05.

3.9.3.2 Internal Consistency of the Second Axis

Risk management achieving well-being

Reducing legal risks.

Table 6. Correlation Coefficients to Check the Internal Consistency of Reducing Legal Risks Axis

Questions	Correlation	Sig
1- The work of the administration and all departments is evaluated, the workflow is verified according to the objectives, and the administration and departments' commitment to policies and laws is also verified.	0.82	0.00
2- Providing advice and guidance to employees to comply with the laws and regulations of the organization.	0.89	0.00
3- Raising awareness among employees about the importance of complying with the laws and regulations	0.85	0.00
4- Preparing a guide to laws that includes guidelines, instructions and laws that are proportionate with the nature and size of the work in the organization.	0.87	0.00

All the Correlation values have a statistical significance of less than 0.05 for reducing legal risks.

Reducing Reputational Risks.

Table 7. Correlation Coefficients to Check the Internal Consistency of Reducing Reputational Risks Axis

Questions	Correlation	Sig
5- The organization enhances its relationship with the community and its institutions, and also enhances its social role by providing services to the community.	0.86	0.00
6- The organization works to provide trust and organizational reputation in order to achieve public benefit.	0.83	0.00
7- Promote the discussion between management and employees to create trust.	0.85	0.00
8- Implementing advertising campaigns to present the organization's activities and work.	0.80	0.00

It is clear that all the Correlation values have a statistical significance of less than 0.05 for reducing reputational risks.

Financial Risk Management.

Table 8. Correlation Coefficients to Check the Internal Consistency of Reducing Financial Risks Axis

Questions	Correlation	Sig
9- The organization avoids activities that may expose it to financial risks.	0.79	0.00
10- The organization takes precautions to mitigate potential financial risks.	0.77	0.00
11- The organization takes procedures to reduce the losses that are resulting from financial risks.	0.81	0.00
12- The organization has a clear vision regarding risk management.	0.76	0.00

The axis's statements are also internally consistent, and all the values have a statistical significance of less than 0.05.

Operational Risk Management.

Table 9. Correlation Coefficients to Check the Internal Consistency of Reducing Operational Risk Management Axis

Questions	Correlation	Sig
13- The organization provides instructions to improve its efficiency in operational risks management.	0.84	0.00
14-The organization ensures that laws of operational risk management are implemented.	0.88	0.00
15- There is a specific methodology for auditing all activities within and outside the organization.	0.83	0.00
16- All electronic systems in the organization are audited.	0.89	0.00

The axis's statements are also internally consistent, and all the values have a statistical significance of less than 0.05.

Achieving Well-Being.

Table 10. Correlation Coefficients to Check the Internal Consistency of the Achieving Well-Being Axis

Questions	Correlation	Sig
17- Governance and risk management procedures help reduce stress among employees in the organization.	0.77	0.00
18- The organization organizes lectures and seminars on time management.	0.76	0.00
19- The organization organizes educational programs on occupational safety.	0.71	0.00
20- The organization appreciates the efforts and achievements of its employees.	0.78	0.00

The axis's statements are also internally consistent, and all the values have a statistical significance of less than 0.05.

4. RESULTS

4.1 Sample Selection

The sample size is intentionally taken in statistical studies to ensure the representativeness of the results and to ensure the validity of the conclusions that can be derived from the sample. If the sample is too small, the conclusions that are derived may be inaccurate or not reflect the real situation. Conversely, if the sample is too large, this may lead to the consumption of large resources without the additional benefit of improving the accuracy of the results. Therefore, researchers calculate the ideal sample size based on statistical considerations such as the required degree of confidence, the level of permissible deviation, and the required test power (Shorten, 2014). Therefore, Thompson's equation is used to obtain an accurate representation of the sample.

A sample is drawn from the study community and calculated accurately based on Thompson's equation as follows (Memon, 2020):

$N= (M*P *(1-P))/((M-1) *(d^2/z^2) +P(1-P))$

Where:

M: population size =11000.

d: error rate equal to 0.05.

P: probability value.

Z: standard score corresponding to significance level 0.05 and confidence level 0.95.

$N= (11000*0.50*(1-0.50))/ ((11000-1) *(0.05^2/0.95^2) +0.50(1-0.50)$

N=688 people.

Sampling bias in statistical research refers to any potential change or direction in the sample selection process that may affect the results of the study. It is important to avoid bias in sampling to ensure that the results accurately reflect reality without distortion. Types of bias in sampling include bias towards a particular group of the population, avoiding some individuals in the sample, or identifying a specific group under a particular influence.

To ensure no sampling bias, some procedures are implemented as follows (Cuddeback, 2004):

1. Reducing sample bias: Sample bias should be reduced by increasing the number of samples used and diversifying the sampling sites.
2. Monitoring the environment: Environmental conditions that affect the sample selection process should be monitored to ensure that they are not biased.
3. Evaluating the results: The results should be carefully evaluated to ensure that there is no bias in the sample selection process.
4. Determining the appropriate time frame: The time frame for data collection should be carefully selected to ensure that all important groups are represented in the study.

4.2 Sample Distribution

In the previous chapter, the sample size is determined to be 688. Therefore, 688 questionnaires are distributed to the sample to gather the required data. The recovered questionnaires are 659. The valid questionnaires are 640. The valid questionnaires represent 93.02% of the overall sample size.

After inserting the questionnaires in SPSS, it is found that the number of females is (272) and the number of males is (368) as follows:

Table 11. Distribution According to Gender

		Frequency	Percent	Cumulative Percent
Valid	Male	368	57.5	57.5
	Female	272	42.5	100.0
	Total	640	100.0	

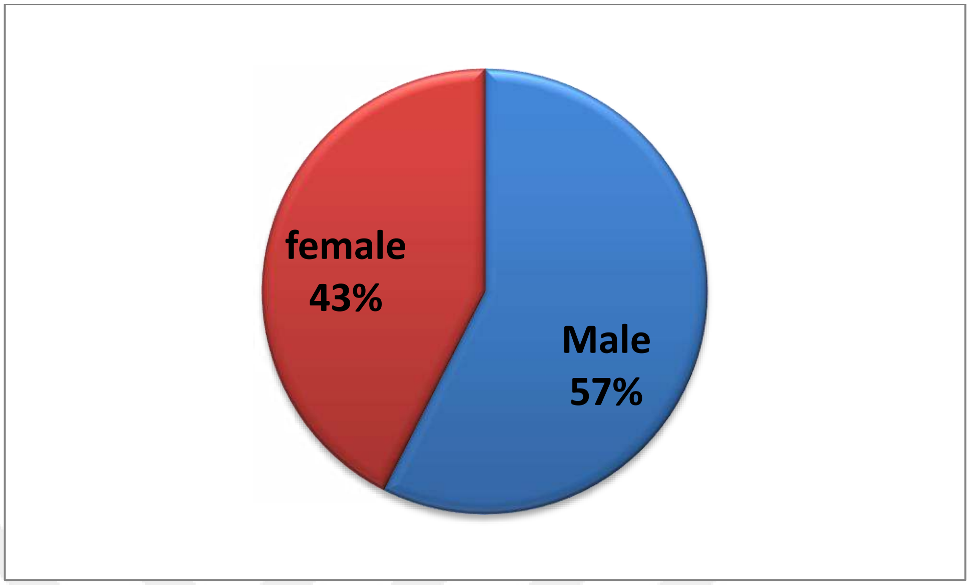


Figure 3. Distribution According to Gender

For age, the individuals belong to (25-35), their number is (224) by percentage (35%), the individuals belong to (35-45) number (272) by percentage (42.5), the third group (45-55), the number is (144) by percentage (22.5).

Table 12. Distribution According to Age

		Frequency	Percent	Cumulative Percent
Valid	25 -35	224	35.0	35.0
	35 -45	272	42.5	77.5
	45 -55	144	22.5	100.0
	Total	640	100.0	

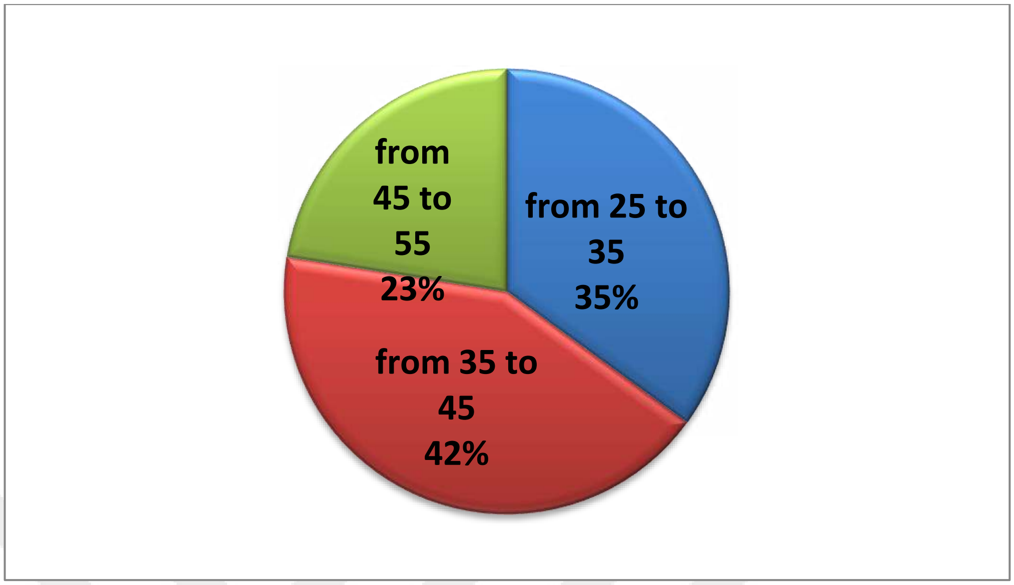


Figure 4. Distribution According to Age

For Education, the number of individuals who belong to Bachelor's is (384) by percentage (60%), master's (208) by percentage (32.5&), and PhD (48) by percentage (7.5%).

Table 13. Distribution According to Education

		Frequency	Percent	Cumulative Percent
Valid	Bachelor's	384	60.0	60.0
	Master	208	32.5	92.5
	PhD	48	7.5	100.0
	Total	640	100.0	

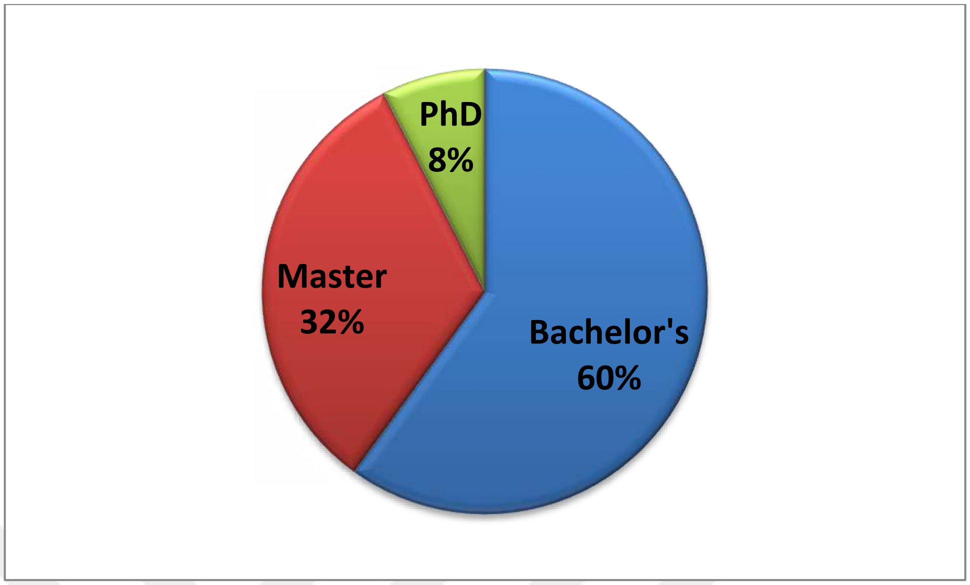


Figure 5. Distribution According to Education

4.3 Data Analysis

4.3.1 The Independent Variable: Governance

It contains ten questions to measure the samples' opinions about the Governance application in the studied organization. The questions are formed based on a 5-Likret scale. To analyze the responses to these questions, frequency, Mean and standard deviation as follows:

Table 14. Frequencies of Governance's Responds

Question		1	2	3	4	5
A	Frequency	0	64	48	240	288
	Percent%	0	10%	7.5%	37.5%	45%
B	Frequency	0	16	64	320	240
	Percent%	0	2.5%	10%	50%	37.5%
C	Frequency	17	15	112	304	192
	Percent%	2.6%	2.3%	17.5%	47.5%	30%
D	Frequency	0	0	80	272	288
	Percent%	0	0	12.5%	42.5%	45%
E	Frequency	0	0	96	320	224
	Percent%	0	0	15%	50%	35%
F	Frequency	0	0	96	304	240
	Percent%	0	0	15%	47.5%	37.5%
G	Frequency	0	0	144	288	208
	Percent%	0	0	22.5	45%	32.5%
H	Frequency	0	32	64	448	96
	Percent%	0	5%	10%	70%	15%
I	Frequency	0	0	96	272	272
	Percent%	0	0	15%	42.5%	42.5%
J	Frequency	0	32	48	400	160
	Percent%	0	5%	7.5%	62.5%	25%

After calculating the frequencies of answers for each question. The answers are analyzed and arranged as follows:

Table 15. Analysis of the (Governance)'s Responses

Question	Mean	Std. Deviation	%	Rank
A-Implementing a corporate governance structure helps to increase the transparency and efficiency of the markets in which the organization operates	4.18	0.946	84%	6
B-Corporate governance helps provide a mechanism that ensures the participation of everyone inside the organization (stakeholders) and outside it.	4.24	0.725	85%	3
C-Corporate governance defines the distribution of responsibilities among the parties responsible for supervision and operation.	4.03	0.822	81%	9
The framework of corporate governance rules emphasizes the need to respect the rights of stakeholders that are protected by law.	4.33	0.686	87%	1
The application of corporate governance in the organization helps in the accurate disclosure of data related to all financial matters.	4.20	0.679	84%	5
F-Corporate governance helps the board of directors to establish an effective control system that prevents conflicts of interest.	4.23	0.689	85%	4
G- The organization establishes a risk management policy.	4.10	0.735	82%	7
H- A mechanism is in place to receive complaints and suggestions from customers.	3.95	0.699	79%	10
I- The distribution of rewards and incentives is applied in the management of the organization.	4.28	0.707	86%	2
J- Procedures are taken to ensure effective control in the organization.	4.08	0.721	82%	8
Total	**4.157**	**0.563**	83%	

From the table, the Means of Governance statements range from 4.33 to 3.95 with deviation from 0.686 to 0.699. This refers to the agreement between the sample's responses. The Mean of the total axis is (4.157) and deviation (0.563), and this refers to high importance. This explains that the studied organizations applied the governance principles effectively.

Firstly, the statement (The framework of corporate governance rules emphasizes the need to respect the rights of stakeholders that are protected by law) obtained the highest mean (4.33) and deviation (0.686). From the results, it is clear that the studied organization depend on the distribution of rewards and incentives for the employees. This enhances the organization's management and helps it achieve well-being (Zainuddin et al., 2023). The employees of the organizations believe that governance helps provide a mechanism that ensures the participation of everyone inside the organization (stakeholders) and outside it (Effah et al., 2023). Almost all of the responds confirmed that governance helps the board of directors to establish an effective control system that prevents conflicts of interest. The last statement obtained the lowest mean (3.95) and deviation (0.699). Despite the statement (10) having the lowest mean, it has a high importance.

4.3.2 The Dependent Variable: Risk Management and Achieving Well-Being

This axis contains five dimensions with 20 questions as follows:

1- Reducing legal risks: includes 4 questions.

2- Reducing reputational risks: includes 4 questions.

3- Financial risk management: includes 4 questions.

4- Reducing operational risks: includes 4 questions.

5- Achieving well-being: includes 4 questions.

In this section, each dimension is analyzed to measure the individuals' opinions about risk management in the studied organization.

Reducing Legal Risks

The responses of this dimension are also analyzed based on SPSS, and the results are arranged as follows:

The frequencies:

Table 16. Frequencies of (Reducing Legal Risks) Dimension

Question		1	2	3	4	5
1	Frequency	0	0	96	416	128
	Percent%	0	0	15%	65%	20%
2	Frequency	0	32	192	352	64
	Percent%	0	5%	30%	55%	10%
3	Frequency	0	48	80	352	160
	Percent%	0	7.5%	12.5%	55%	25%
4	Frequency	0	64	112	432	32
	Percent%	0	10%	17.5%	67.5%	5%

After calculating the frequencies of answers for each question. The answers are analyzed and arranged as follows:

Table (16) explains that the means of (reducing legal risks) ranges between 4.05 and 3.68, with deviation between 0.59 and 0.721.

Table 17. Analysis of the Responses of (Reducing Legal Risks)

Question	Mean	Std. Deviation	81%	Rank
1- The work of the administration and all departments is evaluated, the workflow is verified according to the objectives, and the administration and departments' commitment to policies and laws is also verified.	4.05	0.590	74%	1
2- Providing advice and guidance to employees to comply with the laws and regulations of the organization.	3.70	0.715	80%	3
3- Raising awareness among employees about the importance of complying with the laws and regulations	3.98	0.822	74%	2
4- Preparing a guide to laws that includes guidelines, instructions and laws that are proportionate with the nature and size of the work in the organization.	3.68	0.721	77%	4
Total	**3.85**	**0.56169**		

The statement (The work of the administration and all departments is evaluated, the workflow is verified according to the objectives, and the administration and departments' commitment to policies and laws is also verified) obtained the highest mean (4.05), deviation (0.590). From the results presented, there is awareness among the employees about the importance of laws and regulations, which means that the studied organization works to spread awareness among its employees about the necessity of applying governance within administrative work. Additionally, it was found that the studied organization provides advice and guidance to its employees to respect the organization's regulations. Furthermore, the organization should prepare a guide that includes instructions taking into consideration the nature and size of the work, as recommended by (Piao, 2022)

The overall mean of the dimension (reducing legal risks) is 3.85 and deviation (0.561).

Reducing Reputational Risks

The responses of this dimension are also analyzed based on SPSS, and the results are arranged as follows:

Table 18. Frequencies of (Reducing Legal Risks)

Question		**1**	**2**	**3**	**4**	**5**
5	Frequency	10	54	96	448	32
	Percent%	1.5%	8.4%	15%	70%	5%
6	Frequency	17	31	160	384	48
	Percent%	2.6%	4.8%	25%	60%	7.5%
7	Frequency	0	32	176	416	16
	Percent%	0	5%	27.5%	65%	2.5%
8	Frequency	0	32	128	432	48
	Percent%	0	5%	20%	67.5%	7.5%

To analyze the data of (reducing reputational risks) dimension, SPSS tools are employed, such as mean, std.dev; the results are arranged as follows:

Table 19. Analysis of (Reducing Reputational Risks)

Question	Mean	Std. Deviation	%	Rank
5 The organization enhances its relationship with the community and its institutions and also enhances its social role by providing services to the community.	3.70	0.715	74%	2
6- The organization works to provide trust and organizational reputation in order to achieve public benefit.	3.68	0.721	74%	3
7- Promote the discussion between management and employees to create trust.	3.65	0.615	73%	4
8- Implementing advertising campaigns to present the organization's activities and work.	3.78	0.652	76%	1
Total	**3.70**	**0.573**	74%	

The means of (reducing reputational risks) ranges between (3.78) and (3.65) and deviation between 0.652 and 0.615.

The highest mean is obtained by the statement (Implementing advertising campaigns to present the organization's activities and work), and it equals (3.78) and deviation (0.652). The results show that the studied organization improves its relationship with society and its institutions, in addition to improving its social role by providing services to society. Although the organization works to offer trust and organizational reputation in order to achieve public benefit, it should encourage the discussion between management and its employees effectively to build trust. The overall mean for the dimension (reducing reputational risks) is 3.70 and deviation (0.573).

Financial Risk Management

By analyzing the responses that resulted from the questionnaires, it is evident that The majority of answers tend to agree. However, there are some differences in the individuals' responses.

Table 20. Frequencies of (Financial Risk Management)

Question		1	2	3	4	5
9	Frequency	5	27	80	480	48
	Percent%	0.7%	4%	12.5%	75.5%	7.5%
10	Frequency	14	28	176	416	16
	Percent%	2%	4%	27.5%	65%	2.5%
11	Frequency	0	0	160	464	16
	Percent%	0	0	25%	72.5%	2.5%
12	Frequency	0	0	96	528	16
	Percent%	0	0	15%	82.5%	2.5%

To analyze the data of (reducing reputational risks) dimension, SPSS tools are also employed; the results are arranged as follows:

Table 21. Analysis of Financial Management Risk

Question	Mean	Std. Deviation	%	Rank
9- The organization avoids activities that may expose it to financial risks.	3.85	0.615	77%	2
10- The organization takes precautions to mitigate potential financial risks.	3.65	0.615	73%	4
11- The organization takes procedures to reduce the losses that result from financial risks.	3.78	0.474	76%	3
12- The organization has a clear vision regarding risk management.	3.88	0.40	78%	1
Total	**3.787**	**0.435**	76%	

The means of (financial management risk) ranges between (3.88) and (3.65) with deviation between (0.40) and (0.615).

The mean of the (financial management risk) dimension equals 3.787 and deviation is 0.435.

In the first place, the statement (The organization has a clear vision regarding risk management) obtained the highest mean (3.88) with deviation (0.45). It was found that PWC prevents activities that may expose it to financial risks by taking measures to decrease the losses due to financial risks. However, it should take precautions to avoid the potential financial risks.

Operational Risk Management

Table 22. Frequencies of (Operational Risk Management)

Question		**1**	**2**	**3**	**4**	**5**
13	Frequency	0	0	192	432	16
	Percent%	0	0	30%	67.5%	2.5%
14	Frequency	11	21	64	544	0
	Percent%	1.7%	3.2%	10%	85.0	0
15	Frequency	3	29	112	480	16
	Percent%	0.4%	4.5%	17.5%	75%	2.5%
16	Frequency	0	32	64	544	0
	Percent%	0	5%	10%	85%	0

After calculating the frequencies of answers for each question. The answers are analyzed and arranged as follows:

Table 23. Analysis of (Operational Risk Management)

Question	Mean	Std. Deviation	%	Rank
13- The organization provides instructions to improve its efficiency in operational risk management.	3.73	0.50	75%	4
14-The organization ensures that laws of operational risk management are implemented.	3.80	0.51	76%	2
15- There is a specific methodology for auditing all activities within and outside the organization.	3.75	0.581	75%	3
16- All electronic systems in the organization are audited.	3.804	0.510	76%	1
Total	**3.76**	**0.441**	75%	

The means of (operational risk management) ranges between (3.80) and (3.73) with deviation between (0.51) and (0.581).

The total mean of the (operational risk management) dimension is (3.76) and deviation (0.441). At the first rank, the statement (All electronic systems in the organization are audited) obtained the highest mean (3.804) and deviation (0.51). It was found that the studied organization guarantees that laws of operational risk management are applied effectively. Additionally, it applies a specific methodology to ensure that external and internal work is audited. However, PWC should provide instructions to enhance its efficiency in facing operational risks and management effectively.

Achieving Well-Being

Table 24. Frequencies of (Achieving Well-Being)

Question		1	2	3	4	5
17	Frequency	13	19	144	646	0
	Percent%	2%	2.9%	22.5%	72%	0
18	Frequency	5	27	64	400	144
	Percent%	0.7%	4%	10%	62%	22.5%
19	Frequency	3	31	110	416	80
	Percent%	0.4%	4%	17%	65%	12.5%
20	Frequency	0	0	208	412	20
	Percent%	0	0	32.5%	64.3%	3%

After calculating the frequencies of answers for each question. The answers are analyzed and arranged as follows:

Table 25. Analysis of (Achieving Well-Being)

Question	Mean	Std. Deviation	%	Rank
17- Governance and risk management procedures help reduce stress among employees in the organization.	3.65	0.566	73%	4
18- The organization organizes lectures and seminars on time management.	3.80	0.510	76%	1
19- The organization organizes educational programs on occupational safety.	3.73	0.548	75%	2
20- The organization appreciates the efforts and achievements of its employees.	3.68	0.469	74%	3
Total	**3.7188**	0.43	74%	

The means of (Achieving well-being) ranges between (3.80) and (3.65) with deviation between (0.51) and (0.56).

The total mean of the (operational risk management) dimension is (3.71) and deviation (0.43).

At the first rank, the statement (The organization organizes lectures and seminars on time management) obtained the highest mean (3.80) and deviation (0.510). It was found that PWC company organizes programs about occupational safety. The respondents agreed that the governance and risk management measures that PWC applies should be more effective in reducing stress among employees.

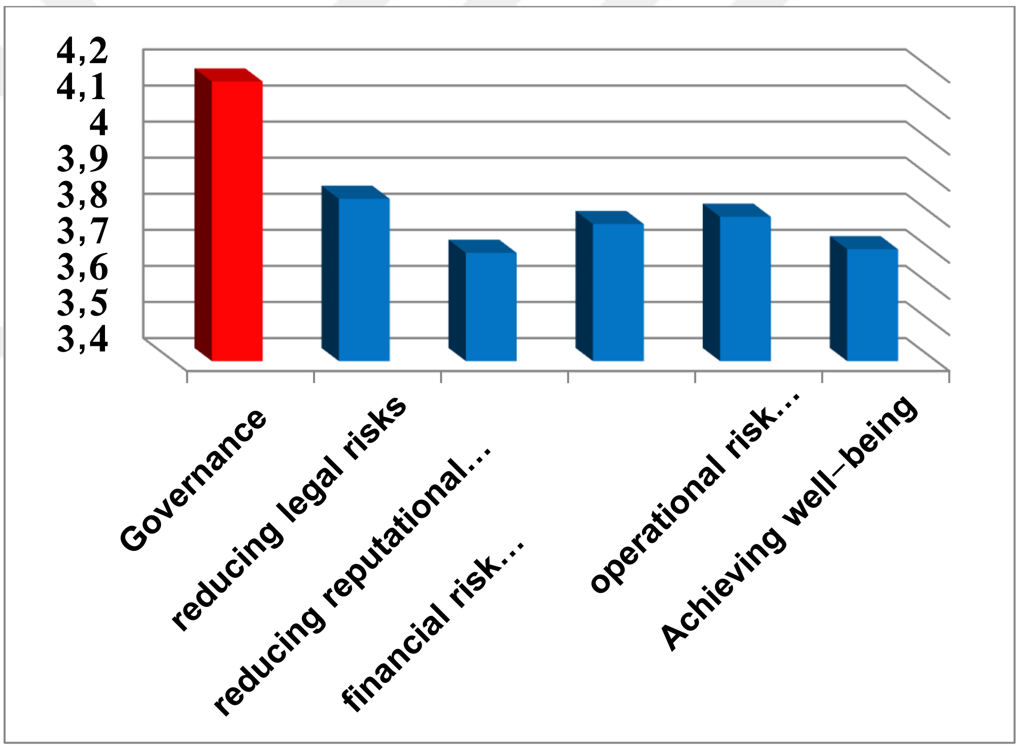


Figure 6. Total Mean of the Variables

4.4 Testing the Hypotheses

To investigate the study's hypotheses, Pearson factor is applied to measure the intensity of the relevance between variables in statistical studies. To prove a certain hypothesis, the Pearson factor is applied to see if there is a positive or negative relevance between the variables being studied. If the relevance is strong, this can strengthen the hypothesis and make it more acceptable and reliable. Simple linear regression analysis is also used; it is a statistical tool used to examine the relationship between two variables. When the study hypotheses are proven, simple regression analysis can be used to estimate the relationship between two independent variables and determine the extent to which they influence each other. Simple regression analysis allows us to measure the association between the variables and provide an estimate of the effect they may have on the phenomenon being studied.

There is a correlation between the application of governance rules and risk management and achieving well-being in the PWC company.

H_1: There is a correlation between governance and reducing legal risks.

To verify the v alidity of this hypothesis, the correlation value is calculated using Pearson's coefficient in order to determine the link between the independent variable (governance) and the dependent variable (reducing legal risks).

Table 26. Correlation between Governance and Reducing Legal Risks

		Governance	Reducing Legal_Risks
Governance	Pearson Correlation	1	.768**
	Sig. (2-tailed)		.000
	N	640	640
Reducing_Legal_Risks	Pearson Correlation	.768**	1
	Sig. (2-tailed)	.000	
	N	640	640

**. Correlation is significant at the 0.05 level (2-tailed).

From the above table, the value of the Pearson correlation is 0.768, and the Statistical significance (0.00) is less than 0.05. This means that there is a positive, strong relationship between (governance) and (reducing legal risk).

Table 27. First Hypothesis Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.768[a]	.591	.590	.35971	.591	920.07	1	638	.000

a. Predictors: (Constant), governance

b. Dependent Variable: reducing legal risks

The square of R equals (0.591), $R_{adj}^2 = 0.590$, and freedom degree (639), and this means that governance reduces the legal risk by percent 59.1% and std. error=0.35971 for sig=0.00 less than 0.05.

Table 28. ANOVA for the First Hypothesis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	119.04	1	119.049	920.077	.000[b]
	Residual	82.551	638	.129		
	Total	201.600	639			

a. Dependent Variable: reducing legal risks

b. Predictors: (Constant), governance

Based on ANOVA, the sum of squares is 119.04 for regression and 82.551 for residual. The F value equals to (920.077). It is a statistically significant value. This ensures the correlation between governance and reducing legal risk.

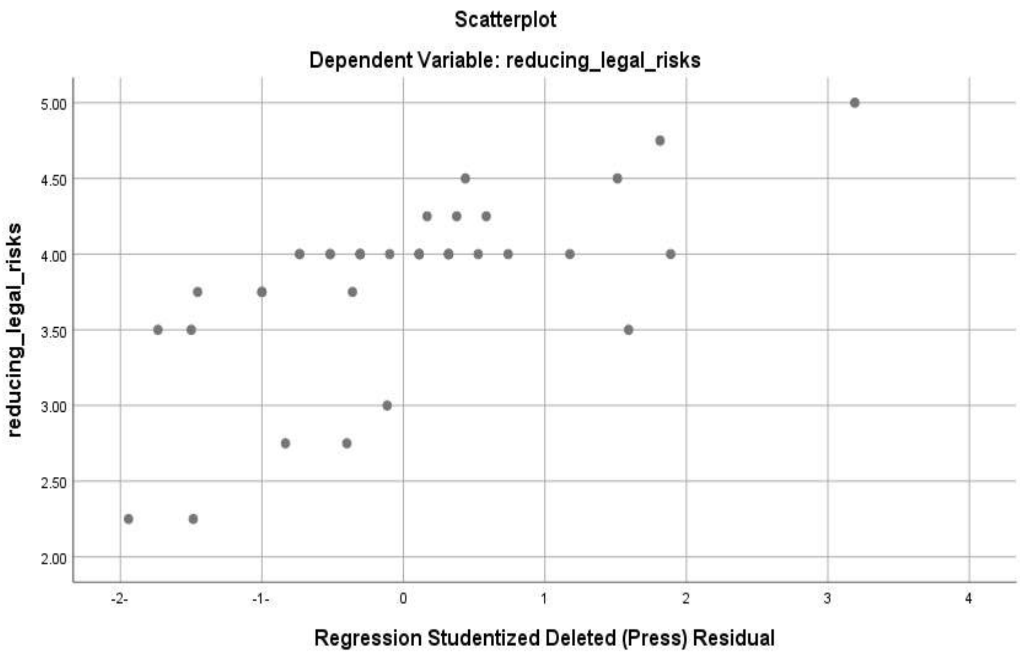
The simple linear regression explains that B=0.765, std. The error is 0.25, and from the t-test, it is t=30.33, which is a statistically significant value.

Table 29. T-Test for First Hypothesis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.667	.106		6.304	.000
	Governance	.765	.025	.768	30.33	.000

a. Dependent Variable: reducing legal risks



Based on the above tests, the first hypothesis, it is noticed that the governance has a positive direct impact on the reducing legal risks. Therefore, the first hypothesis (There is a correlation between governance and reducing legal risks) is accepted.

H_2: There is a correlation between governance and reducing reputational risk.

Table 30. Correlation between Governance and Reducing Reputational Legal Risk

		Governance	reducing_reputational_risks
Governance	Pearson Correlation	1	.785**
	Sig. (1-tailed)		.000
	N	640	640
reducing_reputational_risks	Pearson Correlation	.785**	1
	Sig. (1-tailed)	.000	
	N	640	640

**. Correlation is significant at the 0.05 level (1-tailed).

The Pearson coefficient is 0.785, and the Statistical significance (0.00) is less than 0.05. This means that there is a positive, strong relationship between (governance) and (reducing reputational risk).

Table 31. Second Hypothesis Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.785[a]	.616	.615	.35594	.616	1022.4	1	638	.000

a. Predictors: (Constant), governance

b. Dependent Variable: reducing reputational risks

The square of R equals (0.61), and this means that governance reduces the reputational risk. This means that governance reduces reputational risk by 61%.

Table 32. ANOVA for Second Hypothesis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	129.559	1	129.559	1022.49	.000[b]
	Residual	80.84	638	.127		
	Total	210.40	639			

a. Dependent Variable: reducing reputational risks

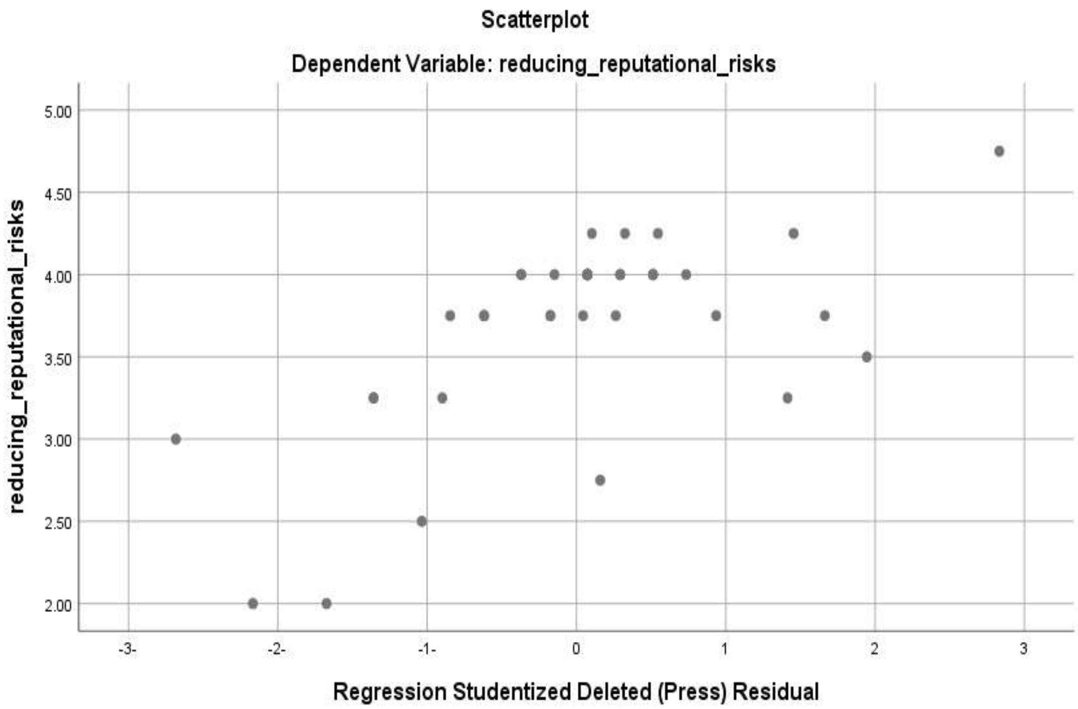
b. Predictors: (Constant), governance

The F value equals to (1022.49). It is a statistically significant value. This ensures the correlation between governance and reducing the reputational risk.

Table 33. T-test for Second Hypothesis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.380	.429		3.626	.000
	Governance	.799	.102	.785	31.976	.000

a. Dependent Variable: reducing reputational risks



The simple linear regression explains that B=0.799, and from the t-test, t=31.976 is a statistically significant value.

Based on the above tests, the second hypothesis, it is noticed that the governance has a positive direct impact on the reducing legal risks. Therefore, the second hypothesis (There is a correlation between governance and reducing reputational risks) is accepted.

H_3: There is a correlation between governance and financial risk management.

Table 34. Correlation between Governance and Financial Risk Management

		Governance	Financial Risk Management
Governance	Pearson Correlation	1	.641**
	Sig. (1-tailed)		.000
	N	640	640
Financial Risk Management	Pearson Correlation	.641**	1
	Sig. (1-tailed)	.000	
	N	640	640

**. Correlation is significant at the 0.05 level (1-tailed).

The Pearson coefficient is 0.641, and the Statistical significance (0.00) is less than 0.05. This means that there is a positive moderate relationship between (governance) and (financial management risk).

Table 35. Third Hypothesis Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.641[a]	.412	.411	.34237	.412	446.126	1	638	.000

a. Predictors: (Constant), governance

b. Dependent Variable: financial risk management

The square of R equals (0.41), and this means that governance impacts financial risk management. This means that governance reduces financial risk by percent management 41%.

Table 36. ANOVA for the Third Hypothesis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49.834	1	49.834	446.126	.000[b]
	Residual	71.266	638	.112		
	Total	121.100	639			

a. Dependent Variable: financial risk management

b. Predictors: (Constant), governance

Based on ANOVA, the sum of squares is (49.843) for regression and (71.266) for residual. The F value equals to (446.126). It is a statistically significant value for P< 0.05. This ensures the correlation between governance and financial risk management.

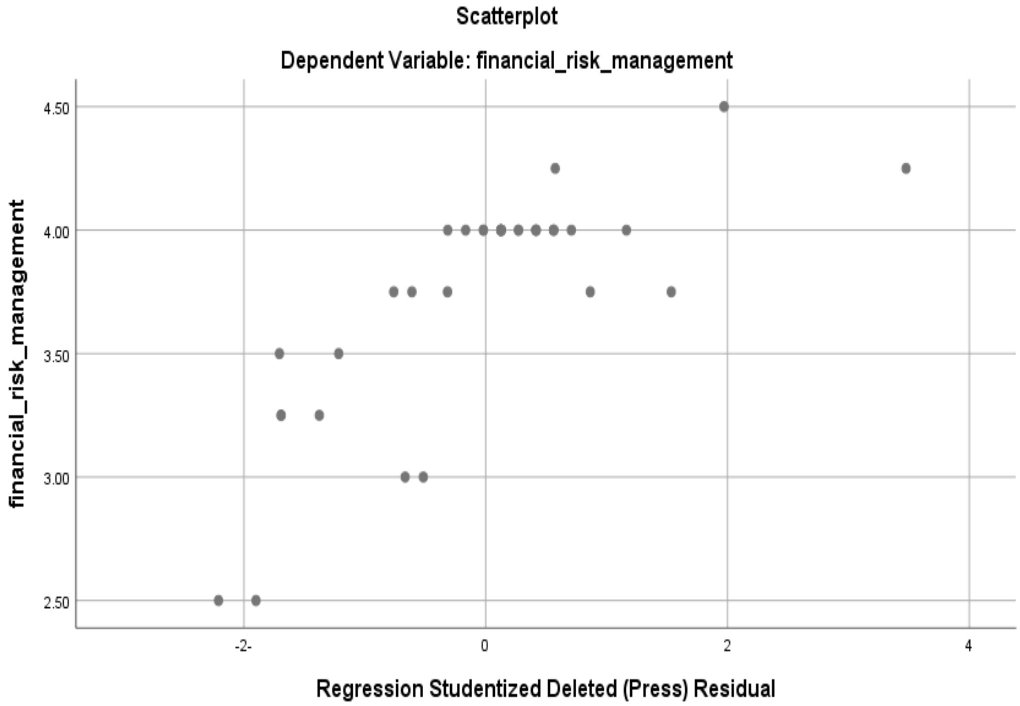
Table 37. T-Test for Third Hypothesis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.728	.403		17.570	.000
	Governance	.495	.096	.641	21.122	.000

a. Dependent Variable: financial risk management

The simple linear regression explains that B=0.495, and, from the t-test, t=5.155 is a statistically significant value.



Based on the above tests, the third hypothesis, it is noticed that the governance has a positive direct impact on the financial risk. Therefore, the third hypothesis (There is a correlation between governance and financial risk management) is accepted.

H_4: There is a correlation between governance and operational risk management.

Table 38. Correlations between Governance and Operational Risk Management

		Governance	Operational Risk Management
Governance	Pearson Correlation	1	.671**
	Sig. (1-tailed)		.000
	N	640	640
Operational Risk Management	Pearson Correlation	.671**	1
	Sig. (1-tailed)	.000	
	N	640	640

**. Correlation is significant at the 0.01 level (1-tailed).

The Pearson coefficient is 0.671, and the Statistical significance (0.00) is less than 0.05. This means that there is a positive moderate relationship between (governance) and (operational risk management).

Table 39. Fourth Hypothesis Tests

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.671[a]	.451	.450	.33570	.451	523.861949	1	639	.000

a. Predictors: (Constant), governance

b. Dependent Variable: operational risk management

The square of R equals (0.671), and Radj= 0.450, the std. Error (0.335), which means that governance impacts operational risk management. This means that governance impacts operational risk management by percent management 67.1%.

Table 40. ANOVA for the Fourth Hypothesis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	56.258727	1	56.259	523.861949	.000[b]
	Residual	68.516273	638	.113		
	Total	124.775000	639			

a. Dependent Variable: operational risk management

b. Predictors: (Constant), governance

The F value equals (523.861949) for a P-value less than 0.05. It is a statistically significant value. This ensures the correlation between governance and operational risk management.

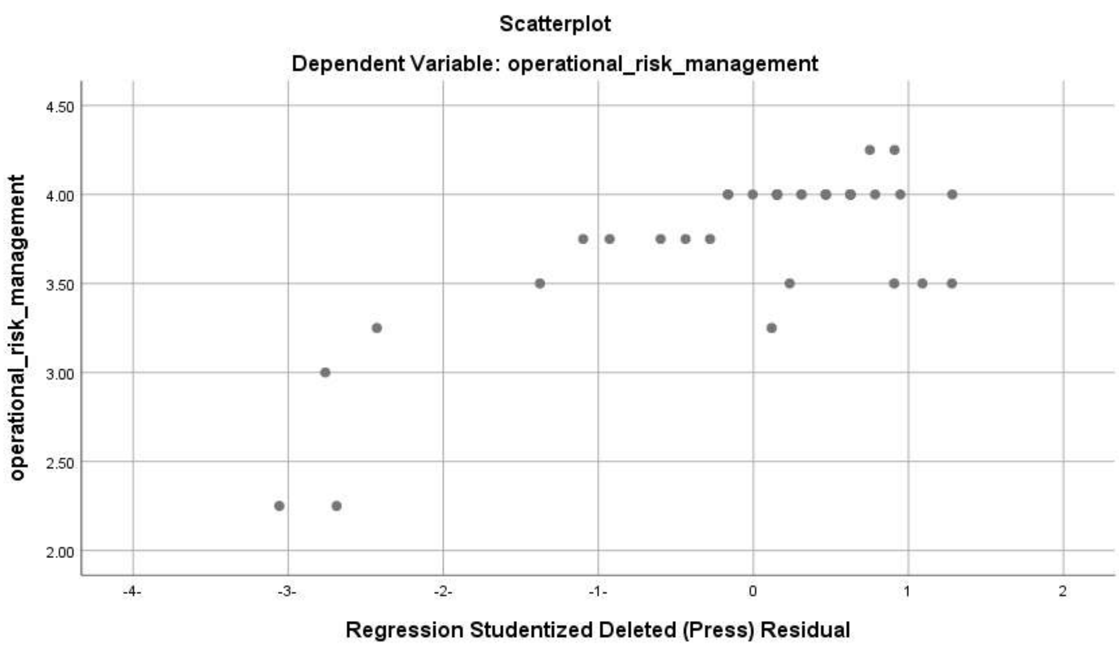
Table 41. T-Test for the Fourth Hypothesis

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.581	.395		16.39	0.000
	Governance	.526	.094	.671	22.88	.000

a. Dependent Variable: operational risk management

The simple linear regression explains that B=0.526, and, from the t-test, t=22.88, and it is a statistically significant value P<0.05.



Based on the above tests, the fourth hypothesis, it is noticed that the governance has a positive direct impact on the operational risk. Therefore, the fourth hypothesis (There is a correlation between governance and operational risk management) is accepted.

H_5: There is a correlation between governance and achieving well-being.

Table 42. Correlation between Governance and Achieving Well-Being

		Governance	Achieving Well Being
Governance	Pearson Correlation	1	.616**
	Sig. (1-tailed)		.000
	N	640	640
Achieving Well Being	Pearson Correlation	.616**	1
	Sig. (1-tailed)	.000	
	N	640	640

**. Correlation is significant at the 0.05 level (1-tailed).

The Pearson coefficient is 0.61, and the Statistical significance (0.00) is less than 0.05. This means that there is a positive moderate relationship between (governance) and (achieving well-being).

Table 43. Fifth Hypothesis Tests

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.616[a]	.380	.363	.35047	.380	23.250	1	639	.000

a. Predictors: (Constant), governance

b. Dependent Variable: Achieving well-being

The square of R equals (0.38), and Radj equals (0.363), which means that governance impacts the achievement of well-being. This means that governance impacts the achieving well-being by percent management 38%.

Table 44. ANOVA of the Fifth Hypothesis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.694	1	45.694	390.360	.000[b]
	Residual	74.681	638	.117		
	Total	120.375	639			

a. Dependent Variable: Achieving well-being

b. Predictors: (Constant), governance

The F value equals to (390.36) for $P<0.05$. It is a statistically significant value. This ensures the correlation between governance and achieving well-being.

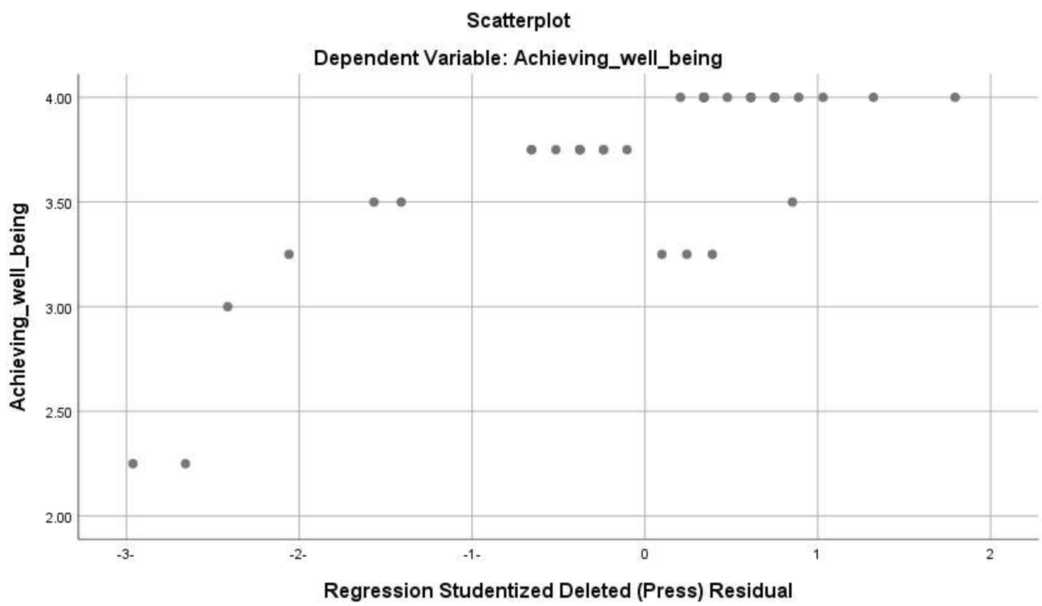
Table 45. T-Test for the Fifth Hypothesis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.747	.413		17.348	.000
	Governance	.474	.098	.616	19.758	.000

a. Dependent Variable: Achieving well-being

The simple linear regression explains that B=0.474, and, from the t-test, t=19.758 for $P<0.05$, and it is a statistically significant value.



Based on the above tests, the fourth hypothesis, it is noticed that the governance has a positive direct impact on the achieving well-being. Therefore, the fifth hypothesis (There is a correlation between governance and achieving well-being) is acceptable.

Finally, the results show that respondents have sufficient awareness of governance and its importance in managing risks and achieving well-being. The current study provided an applied model that the studied company can benefit from in terms of developing its performance in terms of governance, managing various risks, and avoiding challenges that are associated with applying governance principles. This study also provides a research and theoretical base that researchers can depend on in the future.

5. DISCUSSION AND CONCLUSION

The results of the statistical study showed that the framework of governance rules emphasizes the need to respect the rights of stakeholders. The studied organization's management applies a rewards and incentives System that increases the effectiveness of employee performance at the PWC company. The sample's answers indicated that corporate governance helps provide a mechanism that ensures the participation of everyone inside and outside the organization (stakeholders), this can be agreed with that mentioned by (Malone, 2023) about the ability of the organization to retain and maintain its costumors. As well as (Effah et al., 2023) emphasized that governance increases desires of stakeholders. Additionally, it helps the board of directors to establish an effective control system that prevents conflicts of interest, this is what was emphasized by (Almutari & Almutairi, 2023) where the risk management allows a company to fully recognize potential hazards whilst systematically evaluating and controlling the risks that have been identified. The application of governance in PWC helps in the accurate disclosure of data related to all financial matters and increases the transparency and efficiency of the markets in which the organization operates. Based on the responses, a risk management policy is established by the PWC; thus, procedures are taken to ensure effective control of the organization. Compared with (Imam, 2021), it is found that, If the organization fails to manage financial risks effectively, it could suffer huge losses and reputational damages,

The sample's opinions agreed that governance defines the distribution of responsibilities among the parties responsible for supervision and operation, and this is consistent with what was mentioned by (Akyüz et al., 2021) about the responsibly to achieve the objectives of the organization. Moreover, PWC has a mechanism that is applied to receive complaints and suggestions from customers.

The respondents confirmed that the workflow in PWC company is verified according to the objectives, the administration and departments’ commitment to policies and laws is also verified, and the work of the administration and all departments is evaluated. In addition, it raises awareness among employees about the importance of complying with laws and regulations. Compared with (Kong et al., 2021), it can be seen that the policies and procedures can continue to innovate and grow the organization. Furthermore, PWC company's management provides advice and guidance to employees to comply with the laws and regulations of the organization. Therefore, a guide includes guidelines, instructions, and laws that are proportionate to the nature and size of the company's work. The respondents also confirmed that PWC company implements advertising campaigns to present the company's activities and work, enhance its relationship with the community and its institutions, and enhance its social role by providing services to the community. Additionally, the company works to provide trust and organizational reputation in order to achieve public benefit. It was also found that the company Promotes discussions between management and employees to create trust. PWC company has a clear vision regarding risk management. Therefore, it avoids activities that may expose it to financial risks and takes procedures to reduce the losses that result from financial risks. However, PWC company should take more powerful precautions to mitigate potential financial risks. The outcomes presented that all electronic systems in the PWC company are audited, this does not conflict with what was mentioned by (Imam, 2021) & (Moudud-Ul-Huq et al., 2023). The company ensures that laws of operational risk management are implemented and provides a specific methodology for auditing all activities within and outside the organization. Some of the responders found that PWC company should provide major instructions to improve its efficiency in operational risk management. Compared with (Hillson, 2023), It should ensure cost-effective operations within a business, promote well-satisfied customer service.

The responders also agreed that PWC organizes lectures and seminars on time management and educational programs on occupational safety. Some of the respondents found that PWC should appreciate the efforts and achievements of its employees better. Compared with (Ali et al., 2023), employee satisfaction should be achieved. (Driskill) also focused on the necessity of encouraging the employees regardless of the used methods (Driskill, 2018). Additionally, responders found that PWC company should take more powerful procedures to reduce stress among employees.

SPSS tools test the hypotheses of the study to investigate the relationship between governance risk management and achieving well-being.

It is found that there is a positive, strong relationship between governance and (reducing the legal risks). Additionally, there is a positive, strong relationship between (governance) and (reducing reputational risk).

The relationship between (governance) and (financial risk management) is positive and moderate. Additionally, the relationship between (governance) and (operational risk management) is positive and moderate. Finally, it is also found that the relation between (governance) and (achieving well-being) is positively moderate. As all the sub-hypotheses are accepted, then the main hypothesis is also accepted.

Limitations

This study is implemented at the PWC company in the Middle East. Therefore, it was the specific range of the study. The questionnaires are distributed to the employees electronically by mail. There are some difficulties experienced during the collection of the data, such as:

- This company has about 30 offices in 12 countries from the Middle East. The accessibility to the employees' mail in each country was difficult.
- As the questionnaires are sent by mail, then this process is affected by the weak internet, where some countries suffer from the lack of internet.
- The data collection process took time, especially since the employees were from different regions.

-The study focuses on (governance) as the independent variable and (risk management and achieving well-being).

- The required data is obtained from secondary sources such as books, articles, papers, and thesis, in addition to primary sources that are represented by questionnaires.

Limitations related to non-response to questionnaires in a statistical study include:

- Exclusivity: The failure of some individuals to respond to the questionnaire may result in their not being fully represented in the study, which reduces the accuracy and validity of the results.
- Bias: There may be factors that make some individuals tend not to respond to the questionnaire, which leads to bias in the data and distorts the results.
- Missing data: The questionnaire may be a major part of the data compiled in the study, and therefore, the study can lose some important data if individuals do not respond.

- Sample effect: The failure of some individuals to respond may lead to a reduction in the sample volume used in our study, which affects the ability of the study to draw generalizable conclusions.
- Difficulty of analysis: Difficulty in analyzing data correctly may arise if there are gaps in response, which increases the complexity and cost of the study.
- The limitations that depend on self-reported data are that there may be inaccuracies or incompleteness in this data, which may lead to incorrect or unfounded decisions. Also, relying solely on self-reported data may limit insight and not provide diverse and different perspectives**.**
- There are multiple potential limitations to the inability to generalize the results of the studied community to other communities. In addition, there may be differences in the socio-economic environment between different communities that may affect the results of the study. Therefore, the results should be treated with caution and not quickly conclude that they can be generalized to other communities that may be different.

Recommendations

The analysis critically highlighted the extent of theoretical concepts and frameworks that demonstrate underlying principles of risk governance and organizational well-being. The interdisciplinary perspectives on this topic have analyzed risk governance and organizational well-being in a variety of industries, including management, technology, sociology and psychology. This research got a comprehensive perspective on how risk governance functions cross-culturally and across the array of industries and geographical regions that make up the modern economy. The study recommendation can be represented by: PWC company should take more powerful precautions to mitigate potential financial risks. PWC company should provide major instructions to improve its efficiency in operational risk management. PWC company should take more powerful procedures to reduce stress among employees.

To enhance and develop the risk management and achieving well-being, several fields should be studied, such as:

- Investigate the function of human resources in risk management and achieving well-being in the organizations.

- Implementing the current study by applying it to other populations such as the Ministry of Education and insurance companies.
- Investigate the impact of governance on other dependent variables such as (employee performance, Organizational performance, …).

Conclusion

This study investigated the impact of governance on risk management and achieving well-being. The study is applied to the PWC company in the Middle East. To achieve the study, a questionnaire is designed based on a five-point Likert scale. The questionnaires are distributed to employees by mail. The gathered data is processed based on IBM-SPSS tools. The number of employees that shared in the questionnaires was 640.

The results showed that the PWC company applied governance effectively. Additionally, the company has powerful procedures to reduce legal, reputational and operational risks. However, employees presented that the procedures associated with financial risk management should be more powerful. The governance impacts positively on achieving well-being; all the relations between the governance and the dependent dimension are positive and have statistical significance at P less than 0.05.

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APPENDICES

Appendix A

SPSS Outcomes

Governace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.70	16	2.5	2.5	2.5
	2.90	32	5.0	5.0	7.5
	3.00	16	2.5	2.5	10.0
	3.10	32	5.0	5.0	15.0
	3.50	16	2.5	2.5	17.5
	3.80	16	2.5	2.5	20.0
	4.00	16	2.5	2.5	22.5
	4.10	16	2.5	2.5	25.0
	4.20	80	12.5	12.5	37.5
	4.30	96	15.0	15.0	52.5
	4.40	48	7.5	7.5	60.0
	4.50	144	22.5	22.5	82.5
	4.60	48	7.5	7.5	90.0
	4.70	48	7.5	7.5	97.5
	4.80	16	2.5	2.5	100.0
	Total	640	100.0	100.0	

Frequencies

Statistics

		Implementing a corporate governance structure helps to increase the transparency and efficiency of the markets in which the organization operates	Corporate governance defines the distribution of responsibilities among the parties responsible for supervision and operation	Corporate governance helps providing a mechanism that ensures the participation of everyone inside the organization (stakeholders) and outside it	The framework of corporate governance rules emphasizes the need to respect the rights of stakeholders that are protected by law	The application of corporate governance in the organization helps in accurate disclosure of data related to all financial matters	Corporate governance helps the board of directors to establish an effective control system that prevents conflicts of interest	A risk management policy is established by the organization	A mechanism is in place to receive complaints and suggestions from customers.	The distribution of rewards and incentives is applied in the management of the organization	Procedures are taken to ensure effective control in the organization	Governac
N	Valid	640	640	640	640	640	640	640	640	640	640	64
	Missing	0	0	0	0	0	0	0	0	0	0	
Mean		4.18	4.23	4.03	4.33	4.20	4.23	4.10	3.95	4.28	4.08	4.157
Std. Deviation		.946	.725	.822	.686	.679	.689	.735	.669	.707	.721	.5638

Appendix B: Statistics

		The work of the administration and all departments is evaluated, the workflow is verified according to the objectives, and the administration and departments' commitment to policies and laws is also verified.	Providing advice and guidance to employees to comply with the laws and regulations of the organization	Raising awareness among employees about the importance of comply with the laws and regulations	Preparing a guide to laws that includes guidelines, instructions and laws that are proportionate with the nature and size of the work in the organization.	reducing_legal_risks
N	Valid	640	640	640	640	640
	Missing	0	0	0	0	0
Mean		4.05	3.70	3.98	3.68	3.8500
Std. Deviation		.590	.715	.822	.721	.56169

Appendix C: Reducing Legal Risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.25	32	5.0	5.0	5.0
	2.75	32	5.0	5.0	10.0
	3.00	16	2.5	2.5	12.5
	3.50	48	7.5	7.5	20.0
	3.75	64	10.0	10.0	30.0
	4.00	336	52.5	52.5	82.5
	4.25	48	7.5	7.5	90.0
	4.50	32	5.0	5.0	95.0
	4.75	16	2.5	2.5	97.5
	5.00	16	2.5	2.5	100.0
	Total	640	100.0	100.0	

Appendix D: Reducing Reputational Risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	32	5.0	5.0	5.0
	2.50	16	2.5	2.5	7.5
	2.75	16	2.5	2.5	10.0
	3.00	16	2.5	2.5	12.5
	3.25	64	10.0	10.0	22.5
	3.50	16	2.5	2.5	25.0
	3.75	160	25.0	25.0	50.0
	4.00	240	37.5	37.5	87.5
	4.25	64	10.0	10.0	97.5
	4.75	16	2.5	2.5	100.0
	Total	640	100.0	100.0	

Appendix E: Financial Risk Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.50	32	5.0	5.0	5.0
	3.00	32	5.0	5.0	10.0
	3.25	48	7.5	7.5	17.5
	3.50	32	5.0	5.0	22.5
	3.75	80	12.5	12.5	35.0
	4.00	368	57.5	57.5	92.5
	4.25	32	5.0	5.0	97.5
	4.50	16	2.5	2.5	100.0
	Total	640	100.0	100.0	

Appendix F: Achieving Well Being

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.25	32	5.0	5.0	5.0
	3.00	16	2.5	2.5	7.5
	3.25	64	10.0	10.0	17.5
	3.50	48	7.5	7.5	25.0
	3.75	144	22.5	22.5	47.5
	4.00	336	52.5	52.5	100.0
	Total	640	100.0	100.0	

Appendix G: Operational Risk Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.25	32	5.0	5.0	5.0
	3.00	16	2.5	2.5	7.5
	3.25	32	5.0	5.0	12.5
	3.50	80	12.5	12.5	25.0
	3.75	80	12.5	12.5	37.5
	4.00	368	57.5	57.5	95.0
	4.25	32	5.0	5.0	100.0
	Total	640	100.0	100.0	

Appendix H

Questionnaires

Demographics

Gender

Male …………

Female ………

Age

25-35…….

35-45…….

45-55…….

Education

Bachelor's……

Master……

PhD….

Governance

Questions	Strongly Agree	Agree	Natural	disagree	Strongly Disagree
1-Implementing a corporate governance structure helps to increase the transparency and efficiency of the services in which the organization operates					
2-Corporate governance helps provide a mechanism that ensures the participation of everyone inside the organization (stakeholders) and outside it.					
3-Corporate governance defines the distribution of responsibilities among the					

parties responsible for supervision and operation.					
4-The framework of corporate governance rules emphasizes the need to respect the rights of stakeholders that are protected by law.					
5-The application of corporate governance in the organization helps in the accurate disclosure of data related to all financial matters.					
6-Corporate governance helps the board of directors to establish an effective control system that prevents conflicts of interest.					
7- An organization's risk management policy is established.					
8- A mechanism is in place to receive complaints and suggestions from customers.					
9- The distribution of rewards and incentives is applied in the management of the organization.					
10- Procedures are taken to ensure effective control in the organization.					

Reducing legal risks

Questions	Strongly Agree	Agree	Natural	disagree	Strongly Disagree
1- The work of the administration and all departments is evaluated, the workflow is verified according to the objectives, and the administration and departments' commitment to policies and laws is also verified.					
2- Providing advice and guidance to employees to comply with the laws and regulations of the organization.					
3- Raising awareness among employees about the importance of complying with the laws and regulations					
4- Preparing a guide to laws that includes guidelines, instructions and laws that are proportionate with the nature and size of the work in the organization.					

Reducing Reputational Risks

Questions	Strongly Agree	Agree	Natural	disagree	Strongly Disagree
5- The organization enhances its relationship with the community and its institutions, and also enhances its social role by providing services to the community.					
6- The organization works to provide trust and organizational reputation in order to achieve public benefit.					

7- Promote the discussion between management and employees to create trust.					
8- Implementing advertising campaigns to present the organization's activities and work.					

Financial Risk Management

Questions	Strongly Agree	Agree	Natural	disagree	Strongly Disagree
9- The organization avoids activities that may expose it to financial risks.					
10- The organization takes precautions to mitigate potential financial risks.					
11- The organization takes procedures to reduce the losses that are resulting from financial risks.					
12- The organization has a clear vision regarding risk management.					

Operational Risk Management

Questions	Strongly Agree	Agree	Natural	Disagree	Strongly Disagree
13- The organization provides instructions to improve its efficiency in operational risks management.					
14-The organization ensures that laws of operational risk management are implemented.					
15- There is a specific methodology for auditing all activities within and outside the organization.					
16- All electronic systems in the organization are audited.					

Achieving Well-Being

Questions	Strongly Agree	Agree	Natural	disagree	Strongly Disagree
17- Governance and risk management procedures help reduce stress among employees in the organization.					
18- The organization organizes lectures and seminars on time management.					
19- The organization organizes educational programs on occupational safety.					
20- The organization appreciates the efforts and achievements of its employees.					