

The Impact of Employee Empowerment and Customer Orientation on Health Care Organisational Performance in Uae: Conceptual Framework

Thuraya Ali Salem Aldawilah Alhashmi¹

Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia

To Link this Article: <http://dx.doi.org/10.6007/IJARBS/v14-i12/24329> DOI:10.6007/IJARBS/v14-i12/24329

Published Date: 23 December 2024

Abstract

This study explores the impact of employee empowerment and customer orientation on the performance of healthcare organizations in the United Arab Emirates (UAE). The healthcare sector is a critical domain in the UAE's vision for sustainable development, where organizational performance plays a pivotal role in meeting increasing demands for high-quality services. Employee empowerment, characterized by autonomy, decision-making authority, and skill development, is hypothesized to enhance employee motivation and job satisfaction, leading to improved service delivery. Customer orientation, focusing on understanding and addressing patients' needs, fosters stronger patient-provider relationships and enhances patient satisfaction. This paper presents a conceptual framework linking employee empowerment and customer orientation to organizational performance, emphasizing key mediators such as employee engagement, service innovation, and operational efficiency. The proposed framework provides a basis for empirical studies aimed at improving healthcare outcomes in the UAE and offers actionable insights for policymakers and healthcare administrators to enhance organizational effectiveness in a competitive and dynamic environment.

Keywords: Employee Empowerment, Health Care, United Arab Emirates, Conceptual Framework

Introduction

Organizations must adapt to evolving conditions and produce new ideas to survive in the business environment, which is characterized by change and severe competition. This can only be accomplished if businesses have a high level of organizational creativity (Celik, Iraz, Cakici & Celik, 2014). Employees are seen as organization's most valuable and important resource, and their contentment is crucial to the success and performance of the company (Saif & Saleh, 2013). That is why much emphasis has been placed on the relevance of empowerment in enhancing job satisfaction and performance around the world in order to

enhance performance (Charalabidis et al., 2012; Saif & Saleh, 2013). In an age of fierce competition, service providers recognize that customer satisfaction and loyalty are critical to their sustenance and growth (Hudson, González-Gómez, & Rychalski, 2017). In meeting the demands of the globalized world and open mindedness, which necessitates the application of new administrative techniques that respond to the instability and challenges presented by the work place, gaining a competitive advantage for business organizations of all types has now become a valuable and important goal that they strive for (Weidenstedt, 2020). As a result, interest in the concept of employee empowerment became a critical component of these firms' success (Ivanova and Scheve, 2020).

One of the critical success factors for running an organization is gaining a competitive advantage through people (Fridayanthie, 2016; Jabeen & Dari, 2020; Voo et al., 2018). The long hours, night and weekend working, inconvenient scheduling, irregular days off and low pay, together with highly seasonal demand and lack of stability, makes the healthcare jobs less attractive to many people. The same characteristics thus make managing the work force more challenging. Healthcare organisations are labour-intensive with relatively high employee turnover (Babakus et al., 2017; Osman et al., 2017). This creates problems in terms of service quality, consistency and team spirit among employees which may affect the performance of the organisation.

So many studies were conducted that test the relationships among employee empowerment, customer orientation, and organisational performance (Ahmad & Manzoor, 2017; Dahou & Hacini, 2018; Devi & Anjani, 2022; Govindarajan, Kopalle, & Danneels, 2011; Jiang, Chai, Shao, & Feng, 2018; Kim et al., 2017; Nekesa, 2020; Neneh, 2017; Pousa et al., 2018; Quratulain et al., 2021). However, there is no conclusive evidence on the nature of the relationships. For instance, while some studies found significant positive relationship among the variables, others find negative relationship, while some did not find any significant relationship between them (Kim et al., 2017; Neneh, 2017; Quratulain et al., 2021).

Therefore, this study proposed a new conceptual framework is to provide a structured approach to understanding how employee empowerment and customer orientation influence the overall performance of healthcare organizations in the UAE. The paper is organized into five sections: Introduction, Literature Review, Conceptual Framework and Hypotheses Development, Findings, and Conclusion.

Literature Review

Organizations must adapt to evolving conditions and produce new ideas to survive in the business environment, which is characterized by change and severe competition. This can only be accomplished if businesses have a high level of organizational creativity (Celik, Iraz, Cakici & Celik, 2014). Employees are seen as organization's most valuable and important resource, and their contentment is crucial to the success and performance of the company (Saif & Saleh, 2013). That is why much emphasis has been placed on the relevance of empowerment in enhancing job satisfaction and performance around the world in order to enhance performance (Charalabidis et al., 2012; Saif & Saleh, 2013). In an age of fierce competition, service providers recognize that customer satisfaction and loyalty are critical to their sustenance and growth (Hudson, González-Gómez, & Rychalski, 2017). In meeting the demands of the globalized world and open mindedness, which necessitates the application of

new administrative techniques that respond to the instability and challenges presented by the work place, gaining a competitive advantage for business organizations of all types has now become a valuable and important goal that they strive for (Weidenstedt, 2020). As a result, interest in the concept of employee empowerment became a critical component of these firms' success (Ivanova and Scheve, 2020).

The study reviewed literature under the following topics; The study reviewed literature under the following topics; UAE service industry and the need for employee empowerment, Employee empowerment in the UAE service industry, Employee empowerment, Benefits of employee empowerment, perspectives on employee empowerment, psychological perspective, Relational/Structural Perspective, employee empowerment dimensions, employee empowerment process strategies, customer orientation, benefits of customer orientation, antecedents of customer orientation, empirical review of customer orientation, Organisational support, Organisational performance, Theoretical underpinning, etc.

UAE Service Industry and the need for Employee Empowerment

It is critical to empower personnel in order to make prompt decisions, especially in times of service failure (Hewagama et al., 2019) as employers often expect their staff to operate at a high level of efficiency and productivity (Frey & Osborne 2017). To fulfill organizational goals, most businesses require productive and empowered employees (Raziq & Maulabakhsh 2015; Grayson & Hodges 2017). It's also thought that being able to keep employees happy at work can boost both employee and organizational productivity (Oswald et al. 2015). Unfortunately, many organizations in the UAE have top management that is disengaged from its employees. There is no connection outside the leader-follower relationship (Al Maktoum, 2015).

It has been discovered that employees in many organizations in the UAE are simply enforcers of senior management's choices and procedures (Lambin 2007). They lack the authority to make decisions that actually influence their areas of expertise. The scope of their operations is limited as a result of this predicament (Saxena & AlHashmi 2010). As such Suliman and Kathairi (2012) suggested that employee empowerment must be prioritized as the oil that fuels organizational success and competitiveness. Unlike in the past, when other assets such as technology and finance have been the most essential indicators of an organization's health, employee engagement is now the most crucial indicator. This is because any company that fails to consider its employees' well-being risks becoming irrelevant in its field (Al Maktoum, 2015).

However, employees will continue to play a vital role in delivering the best results as organizations in the UAE strive to attain competitiveness in an increasingly globalized and technologically advanced world. Employees are critical to innovation, brand identity, and client retention. To reach this goal, however, a company must seek to create a highly engaged and empowered workforce that can propel the company's activities, innovation, and competitiveness (Al Maktoum, 2015).

Using self-determination as a starting point, employees who feel empowered, according to Spreitzer (1995, 1996), demonstrate the ability to regulate their work environment and feel qualified to attain their objectives (Kruja, Ha, Drishti, & Oelfke, 2016;

Meng & Han, 2014). Employees are critical to the successful implementation of an organization's service performance strategy, and their empowerment is critical to establishing an adaptive service experience that meets the demands of individual customers (Erdogan, 2019; Martinaityte, Sacramento, & Aryee, 2019). If organizations in the UAE embrace employee empowerment, it will result in higher employee involvement and better organisational performance (Al Maktoum, 2015).

According to Safari *et al.* (2020), empowerment has a great positive impact on an organisational overall advantage by creating a sense of trust among both employees and management, and therefore motivating workers to achieve the desired goals. This is predicated on the idea that because of the trust that has been built between the organization and employees, workers must conform to the guidelines and basis of such a trust by raising the level of performance in their task, and thus motivating workers to achieve the desired goals (Gautam & Ghimire, 2017).

Dimensions of Employee Empowerment

Kinela defines empowerment as "the process of leaning toward continual enhancement of organizational performance achieved through strengthening and increasing authority of capable individuals and groups in most aspects, and that this, in turn, impacts the overall performance of the organization" (Poorafkari, Ghanbari, 2012). Cognitive empowerment is a way of internal employee motivation that combines cognitive perspectives; feeling of being efficient, being capable, feeling of importance and having a chance to make decision, according to Thomas and Volthouse (1990, as cited in Hashemy *et al.*, 2016). They were among the first to bring cognitive empowerment into management research. According to their approach, cognitive empowerment is a motivating concept consisting of four aspects: competency, autonomy, relevance, and attachment (Abbasi *et al.*, 2012; Rafiei *et al.*, 2015). Employee empowerment, according to Voten and Cameron, is assisting employees in reinforcing their self-confidence and overcoming their feelings of handicap. The authors added confidence to the four dimensions of Thomas, Volthouse, and Spritzer (trust). As a result, feelings of autonomy, competence, efficacy, significance, and trust are all part of cognitive empowerment (Zarei & Khademi, 2010, Gorji, 2010). Based on Table 1, shows the employee empowerment dimensions.

Table 2.1
Employee Empowerment Dimensions

Author(s)	Context	Dimensions
(Yusoff, Ariffin, & Zalli, 2020)	Education, Malaysia	Decision Making
		Professional Growth
		Status
		Self-Efficacy
		Autonomy
		Impact
(Rajalingam, Jauhar, & Abdul Ghani, 2015)	Manufacturing Industry, Malaysia	Power
		Information
		Reward
		Knowledge
(Boudrias, Gaudreau, Savoie, & Morin, 2009)	Service Sector (health services, insurance, and communications), Canada	Supervisors' empowerment management practices
		Delegating or sharing power
		Fostering development of skills
		Communicating relevant job information
		Recognizing and rewarding performance
		Maintaining positive relations with the group
		Psychological empowerment.
		Meaning
		Competence
		Self-Determination
		Impact
		Behavioural Empowerment
		Efficacy in performing job tasks
		Improvement efforts in job tasks
		Effective collaboration
Effort for improvement in the work group		
Involvement at the organizational level		
(M. K. Khan & Tariq, 2014)	Telecom Sector, Pakistan	Meaningfulness
		Competence
		Self-determination (choice)
		Impact
(Cheasakul & Varma, 2016)	Education, Thailand	• Status
		• Self efficacy
		• Autonomy
		• Decision making

		<ul style="list-style-type: none"> • Professional growth • Impact 		
(Ribich, 2013)	Manufacturing, US	Meaning		
		Competence		
		Self-Determination		
		Impact		
		Trust		
		Action Behaviours		
		Sharing information		
		Development of knowledge		
		Skills		
		Abilities		
		Sharing power		
		Reward systems		
(Aliakbari & Amoli, 2016)	Education, Iran	<ul style="list-style-type: none"> • Status • Professional growth • Self efficacy • Autonomy • Decision making • Impact 		
		Power		
		Autonomy		
		Authority		
		Delegation		
		Knowledge		
(Zaraket, Garious, & Malek, 2018)	Banking Sector, Lebanon	Feedback		
		Role clarity		
		Motivation		
		Information		
		Training		
		Counselling		
		Appraisal		
		Rewards		
		Compensation		
		Job Enrichment		
		Career Planning		
		(Kariuki & Murimi, 2015)	Manufacturing, Kenya	Autonomy
				Decision making
Information Sharing				
Training				
(Spreitzer, Kizilos, & Nason, 1997)	Industrial Sector	Meaning		
		Competence		
		Self-Determination		
		Impact		
(Spreitzer, 1995)	Manufacturing, US	Meaning		
		Competence		

		Self-Determination
		Impact
(Thomas, Velthouse, & Thomas, 1990)		Meaning
		Competence
		Choice (Self-Determination)
		Impact
(Short & Rinehart, 1992)	Education	Decision making
		Professional growth
		Self-efficacy
		Autonomy
		Status
		Impact
(Bogler & Somech, 2004)	Education, Israel	Decision making
		Professional growth
		Self-efficacy
		Autonomy
		Status
		Impact
(Meningen, 2017)	SMEs	Meaning
		Competence
		Self-Determination
		Impact
		Work-Related
		Power
		Information
		Reward
		Knowledge
(Lei & Xu, 2022)	Education, China	Meaningfulness
		Self-Competence
		Autonomy
		Status
		Impact
(Marin-Garcia & Bonavia, 2021)	General worker, EU	Structural Empowerment
		Access to opportunity
		Access to information
		Access to support
		Access to resources
		Psychological Empowerment
		Meaning
		Competence
		Self-Determination

Theoretical Underpinning

Kanter's structural empowerment theory depicts a top-down power distribution process within a company (Kanter, 1993). The qualities of a setting, according to Kanter (1993), can either hinder or support optimal work performance, regardless of human

preferences or predispositions. Power is described by Kanter (1993) as the "capacity to mobilise resources to get things accomplished. Whenever workers are exposed to lines of communication, support, resources, and chances to learn and grow, they have power. When these 'links' or sources go down, power goes off, and productive work becomes impossible (Orgambdez-Ramos & Borrego-Alés, 2014).

Kanter's theory serves as a framework for investigating empowerment as well as a starting point for devising interventions to improve work settings so that they can eventually deliver more meaningful work (Regan & Rodriguez, 2011). Kanter's structural empowerment theory establishes a structure for comprehending enabling businesses and empowered employees on a basic level (Orgambdez-Ramos & Borrego-Alés, 2014). The theory of structural empowerment by Kanter (1993), put emphasis on empowerment using organizational qualities such as resource allocation to people because empowered people have the opportunity to control resources in order to successfully complete their jobs, they are more likely to achieve high levels of work performance (Hirzel, Leyer & Moormann, 2017).

There this study adapt the Kanter and Spreitzer theories of employee empowerment to conceptualise the employee empowerment in the study. While the Kanter's theory deals with Structural/work related empowerment, the Spreitzer theory deals with psychological empowerment (Echebiri, Amundsen, & Engen, 2020; Lundin, Silen, Stromberg, Engstrom, & Skytt, 2021; Travers, Schroeder, Norful, & Aliyu, 2020). The integrated theories are presented in Figure 1.

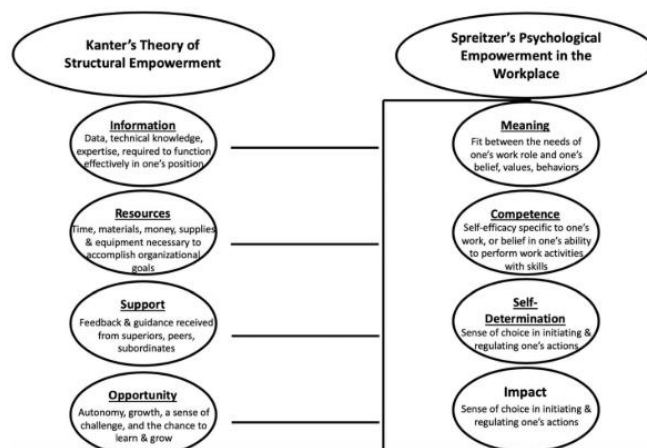


Figure 1: Kanter and Spreitzer Theories of Empowerment (Travers et al., 2020)

From Figure 1, the independent variables can be deduced. For the work/structural related empowerment, the major variables are information, resources, support, and opportunity. These are related and adduction of the variables used in the study which include power, information, reward and knowledge. While power is related to resources, reward is related to support and resources, and knowledge is related to knowledge (Laschinger, Gilbert, Smith, & Leslie, 2010; Lundin et al., 2021; Orgambdez-ramos, March-amegual, & Borrego-alés, 2017). The Kanter and Spreitzer theories both provided that the structure and psychological empowerment lead to improved work outcome such as organisational performance (Echebiri et al., 2020; Travers et al., 2020). Organisational performance therefore serves as the dependent variable of the study. Thus, this theory provided the basis

for establishing and achieving research objective one and answering research question one of the study.

Conceptual Framework

Based on the review of literature presented and the underpinning theories, the conceptual framework of the study is presented in Figure 2 from which the hypotheses of the research are developed in the following subsections. The Kanter and Spreitzer theories of empowerment conceptualised employee empowerment based on structural/work related and psychological empowerment which has a tendency of affecting organisational performance. The social exchange theory on the other hand provides the basic for contextualising employee empowerment, customer orientation and organisational performance as the independent variable, mediator variable and dependent variable respectively. The conceptual framework of the study is presented in Figure 2.

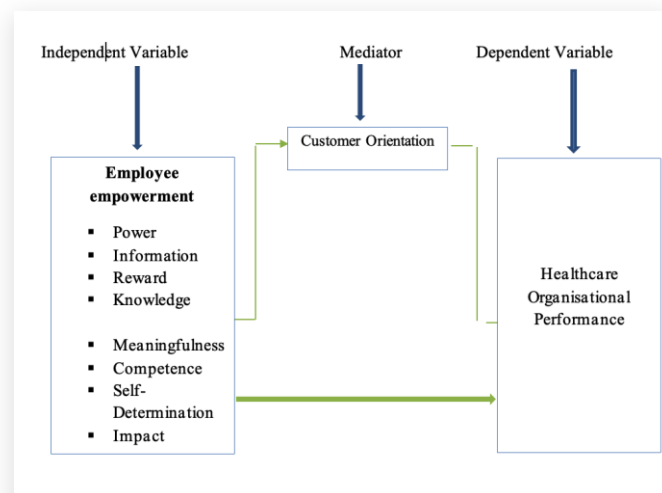


Figure 2: Conceptual Framework

The conceptual framework presented in figure 2 shows that employee empowerment affects customer orientation which in turn leads to organisational performance. The framework is further elaborated in Figure 3.

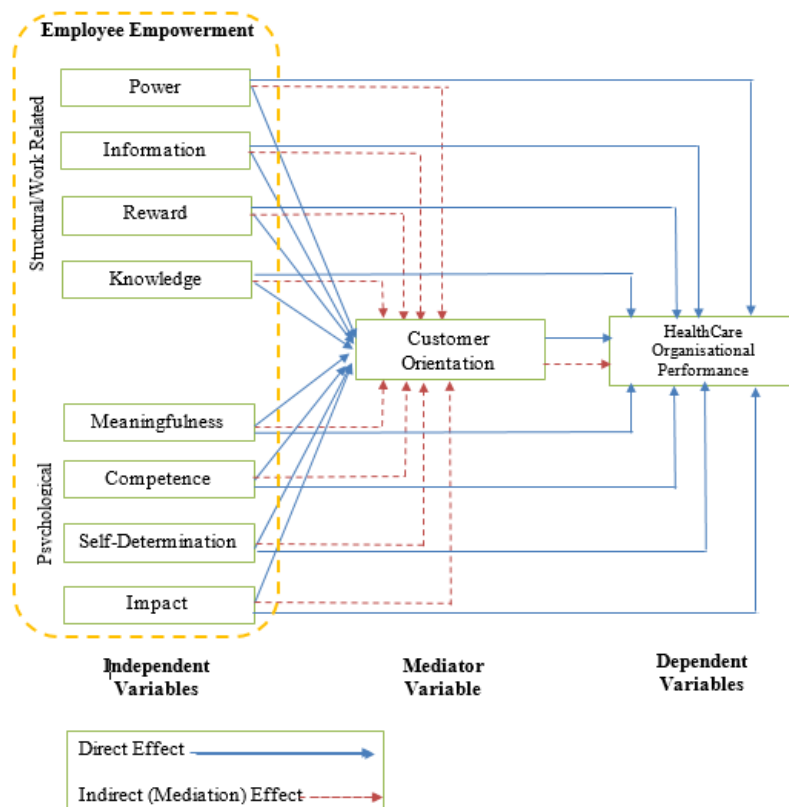


Figure 3: Elaborated Conceptual Framework

Research Hypothesis

Based on the conceptual framework deduced from the theories and literature review, the research hypotheses as well as their links to the research objectives and questions are summarised and mapped in Table 2.

Table 2

Summary of Research Hypotheses, Objectives and Questions

Research Objectives	Research Questions	Research Hypotheses
RO1: To determine the impact of employee empowerment (both structural/work related and the psychological) on organisational performance in UAE healthcare organisations.	RQ1: What are the impact of employee empowerment (both structural/work related and the psychological) on organisational performance in UAE healthcare organisations?	H1: Structural/work-related employee empowerment factors have a significant and direct effect on the healthcare organisational performance H2: Psychological employee empowerment factors have a significant and direct effect on the healthcare organisational performance
RO2: To investigate the impact of employee empowerment factors on customer orientation in UAE health organisations.	RQ2: what are the impact of employee empowerment factors on customer orientation in UAE health organisations?	H3: Structural/work-related employee empowerment factors have a significant and direct effect on customer orientation H4: Psychological employee empowerment factors have a significant and direct effect on customer orientation
RO2: To assess the impact of customer orientation on organisational performance in UAE healthcare organisations.	RQ3: What are impact of customer orientation on organisational performance in UAE healthcare organisations?	H5: Customer orientation has a significant and direct effect on the healthcare organisational performance
RO4: To develop a model of customer orientation mediation effect on the relationship between employee empowerment and organisational performance in the study area.	RQ4: How does customer orientation mediates the effect of the relationship between employee empowerment factors and health care organisational performance in UAE?	H6: Influential customer orientation factors have a substantial mediating effect between structural/work-related employee empowerment factors and the healthcare organisational performance in the UAE H7: Influential customer orientation factors have a substantial mediating effect between psychological employee empowerment factors and the healthcare organisational performance in the UAE

Conclusion

The proposed conceptual framework highlights the critical interplay between employee empowerment, customer orientation, and healthcare organizational performance in the UAE context. Employee empowerment, segmented into structural (e.g., power, information, reward, knowledge) and psychological dimensions (e.g., meaningfulness, competence, self-determination, impact), serves as the independent variable, directly influencing healthcare organizational performance. Additionally, customer orientation acts as

a mediator, further enhancing the relationship between employee empowerment and organizational performance.

The framework suggests that empowered employees are better equipped to address customer needs and foster a customer-centric culture, ultimately improving key performance indicators such as patient satisfaction, operational efficiency, and service quality. By delineating the direct and indirect effects, the model underscores the importance of integrating employee empowerment initiatives with customer orientation strategies to optimize healthcare outcomes.

This conceptual framework provides a solid foundation for empirical validation and offers actionable insights for healthcare organizations seeking to enhance their performance. Future research can apply this framework to explore the specific pathways through which empowerment and customer orientation contribute to sustainable improvements in healthcare services. This approach not only fills gaps in the existing literature but also addresses practical challenges in delivering high-quality healthcare in the UAE.

Future Works and Recommendation

Future studies should focus on empirically validating the proposed conceptual framework using quantitative methods. Data collection from healthcare organizations in the UAE would provide valuable insights into the relationships between employee empowerment, customer orientation, and organizational performance. Expanding the scope to include other sectors or regions could help establish the generalizability of findings, while comparative studies between public and private healthcare institutions in the UAE could uncover unique sector-specific dynamics. Additionally, longitudinal research would enable an exploration of how empowerment and customer orientation influence performance over time, shedding light on their sustainability and long-term effects. Future research could also incorporate external factors, such as government regulations, technological advancements, and cultural influences, to provide a more comprehensive understanding of performance determinants in the healthcare sector. Employing mixed-methods approaches that combine quantitative analysis with qualitative insights into employee and customer experiences could further enhance the robustness of future studies.

Healthcare organizations are encouraged to implement structured empowerment programs that address both structural and psychological dimensions. These programs should provide employees with access to resources, information, and decision-making authority while fostering a sense of competence and meaningfulness. Regular training programs on customer orientation can further equip employees with the necessary skills and mindset to deliver patient-centered care effectively. To ensure alignment, organizations should integrate empowerment and customer satisfaction metrics into their performance evaluation systems, linking them to overall organizational goals. Leadership plays a crucial role in this process, as management must foster an environment that values employee contributions, recognizes efforts, and promotes a customer-centric culture. Moreover, leveraging technology and innovation can enhance communication, streamline workflows, and improve patient experiences, complementing empowerment and customer orientation strategies.

Policymakers in the UAE can also benefit from these insights by designing initiatives and policies that incentivize healthcare organizations to invest in employee empowerment and customer orientation. Such efforts could enhance the overall quality of healthcare services in the UAE and contribute to achieving sustainable performance outcomes. By pursuing these recommendations and advancing research in this area, healthcare organizations can develop effective strategies to optimize performance and improve service delivery.

References

- Abbasi, T., Hassanpoor, S., & Hassanaliipoor, R. (2012). Investigating the relationship between human resource empowerment and their organizational performance in Baghe Hospital of Ahar city. *Quarterly of Development and Transformation Management*, 11, 17 – 22.
- Abdulrab, M., Alwaheeb, M. A., Al-Mamary, Y. H., Alshammari, N. G., Balhareth, H., Soltane, H. B., & Saleem, I. (2020). Effect of entrepreneurial orientation and strategic orientations on financial and nonfinancial performance of small and medium enterprises in Saudi Arabia. *Journal of Public Affairs*, (In press), 1-11. <https://doi.org/10.1002/pa.2305>.
- Abuhejleh, A., Dulaimi, M., & Ellahham, S. (2016). Using lean management to leverage innovation in healthcare projects: Case study of a public hospital in the UAE. *BMJ Innovations*, 2(1), 22–32. <https://doi.org/10.1136/bmjinnov-2015-000076>
- Aburayya, A, Alshurideh, M., & Albqaen, A. (2020). An investigation of factors affecting patients waiting time in primary health care centers: An assessment study in Dubai. *Management Science Letters*, 10(6), 1265–1276. Retrieved from <http://m.growingscience.com/beta/msl/3593-an-investigation-of-factors-affecting-patients-waiting-time-in-primary-health-care-centers-an-assessment-study-in-dubai.html>
- Aburayya, A., Marzouqi, A., Alawadhi, D., Abdouli, F., & Taryam, M. (2020). An empirical investigation of the effect of employees' customer orientation on customer loyalty through the mediating role of customer satisfaction and service quality. *Management Science Letters*, 10(10), 2147-2158.
- Alshurideh, M., Marzouqi, A. Al, Diabat, O. Al, Alfarsi, A., & Suson, R. (2020). An Empirical Examination of the Effect of TQM Practices on Hospital Service Quality : An Assessment Study in UAE Hospitals. *Sys Rev Pharm*, 11(9), 347–362.
- Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turn-over intention. *Management Science Letters*, 10, 641–652. <https://doi.org/10.5267/j.msl.2019.9.015>
- Abzal Basha, H. S., & Reddy, B. K. (2014). Employee Empowerment Practices in Indian Banking Sector. *MIJBR -MITS International Journal of Business Research*. Vol. 1, Issue 2.
- Afram, J., Manresa, A., & Mas Machuca, M. (2022). The impact of employee empowerment on organisational performance: The mediating role of employee engagement and organisational citizenship behaviour. *Intangible Capital*, 18(1), 96-119.
- Aguinis, H., Edwards, J. R., & Bradley, K. J. (2017). Improving Our Understanding of Moderation and Mediation in Strategic Management Research. *Organizational Research Methods*, 20(4), 665–685. <https://doi.org/10.1177/1094428115627498>
- Ahmad, I., & Manzoor, S. R. (2017). Effect of Teamwork , Employee Empowerment and Training on Employee Performance. *International Journal of Academic Research in Business and Social Sciences*, 7(11). <https://doi.org/10.6007/IJARBS/v7-i11/3472>

- Ahmad, N., Zakaria, N. & Ahmad, M. J. (2021). Role of Internal Marketing Practices in the Service Recovery Performance of Call Center Employees. *Pakistan Journal of Psychological Research*, 2021, Vol. 36, No. 2, 157-175. <https://doi.org/10.33824/PJPR.2021.36.2.10>
- Akinlabi, B. H., Asikiah, O. U., & Ajala, P. O. (2021). Corporate culture and organisational performance of consumer goods companies in Nigeria: an exploratory approach. *The Strategic Journal of Business & Change Management*, 8 (4), 232 – 252.
- Al Hammadi, F., & Hussain, M. (2018). Sustainable organizational performance: A study of health-care organizations in the United Arab Emirates. *International Journal of Organisational Analysis*, 27(169–186). <https://doi.org/10.1108/IJOA-10-2017-1263>
- Al Maktoum, S. S. (2015). *A Study on Drivers of Employee Engagement in the United Arab Emirates*. Masters Dissertation, The British University in Dubai.
- Al Marzooqi, A. H. (2019). *The Study of Sustainable HRM and its impact on employee performance and Perceived Sustainable Organizational Support: The mediating role of organizational knowledge sharing and employee empowerment*. Phd Dissertation, Abu Dhabi University.
- Alahbabi, A. M. F. M., Anidah, R., & Al-shami, S. A. (2021). A framework of servant leadership impact on job performance: The media role of employee happiness in UAE healthcare sector. *Academy of Strategic Management Journal*, 20(2), 2021.
- Al-alak, B. A. & Tarabieh, S. A. (2011). Gaining Competitive Advantage and Organizational Performance through Customer Orientation, Innovation Differentiation and Market Differentiation. *International Journal of Economics and Management Sciences*. Vol. 1, No. 5, 2011, pp. 80-91
- Albasal, N. A., Eshah, N., Minyaw, H. E., Albashtawy, M., & Alkhalwaldeh, A. (2022, July). Structural and psychological empowerment and organizational commitment among staff nurses in Jordan. In *Nursing Forum* (Vol. 57, No. 4, pp. 624-631).
- AlHammadi, A., & Abu Elanain, H. M. (2024). Enhancing organizational citizenship behavior in a non-western context of the UAE: the role of organizational justice, leadership and psychological empowerment. *Journal of Asia Business Studies*.
- AlHammadi, A., & Abu Elanain, H. M. (2024). Enhancing organizational citizenship behavior in a non-western context of the UAE: the role of organizational justice, leadership and psychological empowerment. *Journal of Asia Business Studies*.
- Al-hawari, M. A., & Bani-melhem, S. (2020). Abusive supervision and frontline employees' attitudinal outcomes The multilevel effects of customer orientation. *International Journal of Contemporary Hospitality Management*, 32(3), 1109–1129. <https://doi.org/10.1108/IJCHM-06-2019-0510>
- Ali Memon, M., Cheah, J.-H., Ramayah, T., Hiram, T., Chuah, F., & Huei Cham, T. (2019). Moderation Analysis: Issues and Guidelines. *Journal of Applied Structural Equation Modeling*, 3(1), 2590–4221.
- Ali, A., & Ali, Z. (2017). *The Agricultural Manufacturing Sector in Khyber Pakhtunkhwa Province, Pakistan*. 95(Iceemr), 32–39.
- Ali, G. A., Hilman, H., & Gorondutse, A. H. (2020). Effect of entrepreneurial orientation, market orientation and total quality management on performance. *Benchmarking: An International Journal*. <https://doi.org/10.1108/BIJ-08-2019-0391>.
- Al-Makhadmah, N. A., M., B., & Al-Muala, I. M. (2020). Impact of Psychological Empowerment on the Performance of Employees in the Four-And Five-Star Hotel Sector in the Dead Sea–Jordan Tourist Area. *GeoJournal of Tourism and Geosites*, 30(2), 896-904.

- Almaskari, M. S. N. S., & Marni, N. Bin. (2020). Human resource management role in improving employees' performance in the United Arab Emirates' health sector. *Journal of Southwest Jiaotong University*, 55(3).
- Almotawteh, M. J. (2020). Impact of Employee Empowerment on Competitive Advantage: Mediating Role of Ethical Leadership. *Palarch's Journal of Archaeology of Egypt/Egyptology*, ISSN 1567-214x
- Alnasser, A. S. (2013). *The effect of national culture on applying total quality management practices on municipalities performance: A comparative study between five developing countries* (Doctoral dissertation, School of Business, Universiti Utara Malaysia).
- Al-neyadi, H. S., Abdallah, S., & Malik, M. (2018). Measuring patient 's satisfaction of healthcare services in the UAE hospitals : Using SERVQUAL. *International Journal of Healthcare Management*, 11(2), 95–105. <https://doi.org/10.1080/20479700.2016.1266804>
- Alqudah, A., & Shaalan, K. (2021). Extending UTAUT to Understand the Acceptance of Queue Management Technology by Physicians in UAE. In *International Conference on Emerging Technologies and Intelligent Systems* (pp. 969–981). Cham: Springer.
- Al-shomrani, A. Z., Hamouda, G. M., & Abdullah, N. (2024). The Relationship Between Psychological Empowerment and Clinical Decision-Making Among Staff Nurses in Governmental Hospital in Al-Baha, Saudi Arabia. *Cureus*, 16(3).
- Al-Yateem, N., Ahmad, A., Subu, M. A., Ahmed, F., Dias, J. M., Hijazi, H., ... & Saifan, A. R. (2023). Hearing the voices of adolescents: Evaluating the quality of care for young adults with chronic illnesses in the UAE. *Journal of Pediatric Nursing*, 73, 204-210.
- Amanposa, T. J. (2018). National poverty and the “vampire state” in Ghana. *Journal of International Development*, 8(4), 553-573.
- Ambad, S. & Bahron, A. (2012). “Psychological Empowerment: The Influence on Organizational Commitment among Employees in the Construction Sector”. *Journal of Global Business Management*. Vol. 8 No. 2, pp. 73-81.
- Ameen, A., Al-Ali, D., Isaac, O., & Mohammed, F. (2020). Examining relationship between service quality, user satisfaction and performance impact in the context of smart government in UAE. *International Journal of Electrical and Computer Engineering*, 10(6), 6026–6033. <https://doi.org/10.11591/ijece.v10i6.pp6026-6033>
- Amiri, N. Al, & Abu Shawali, A. (2021). Talent management strategies of a public UAE hospital in the Industry 4 . 0 era : A qualitative analysis. *Problems and Perspectives in Management*, 19(2), 14–27. [https://doi.org/10.21511/ppm.19\(2\).2021.02](https://doi.org/10.21511/ppm.19(2).2021.02)
- Anosike, U. P. & Eid, R. (2011) Integrating internal customer orientation, internal service quality, and customer orientation in the banking sector: an empirical study. *The Service Industries Journal*, 31:14, 2487-2505, DOI: 10.1080/02642069.2010.504822
- Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5.
- Ardahan, M. G. (2007). The influence of selected antecedents of frontline employee's perceptions of service recovery performance. *Hospitality Review*, 25(2), 10-32.
- Arora, M., Tuchen, S., Nazemi, M., & Blessing, L. (2021). Airport pandemic response : An assessment of impacts and strategies after one year with COVID-19. *Transportation Research Interdisciplinary Perspectives*, 11, 1–13. <https://doi.org/10.1016/j.trip.2021.100449>

- Arráiz, I., Bhanot, S. P. & Calero, C. (2020). When the context backfires: Experimental evidence on Reciprocity. *Journal of Behavioral Economics for Policy*, Vol. 4, Issue 1, 29-42, 2020
- Arshad, S. A., Goh, F. C., & Rasli, A. (2014). A Hierarchical Latent Variable Model of Leadership Styles using PLS-SEM. *Jurnal Teknologi*, 69(6), 79–82.
- Arshad, S. A., Goh, F. C., & Rasli, A. (2014). A Hierarchical Latent Variable Model of Leadership Styles using PLS-SEM. *Jurnal Teknologi*, 69(6), 79–82.
- Aryee, S., Budhwar, P. S. & Chen, Z. X. (2002). Trust as a Mediator of the Relationship Between Organizational Justice and Work Outcomes: Test of a Social Exchange Model. *Journal of Organizational Behavior*. 23(3): 267–85.
- Asamoah, D., Agyei-Owusu, B., & Ashun, E. (2020). Social network relationship, supply chain resilience and customer-oriented performance of small and medium enterprises in a developing economy. *Benchmarking: An International Journal*, 27(5), 1793-1813.
- Asgari, A., Mezginejad, S., & Teherpour, F. (2020). The Role of Leadership Styles in Organizational Citizenship Behavior through the Mediation of Perceived organizational Support and Job satisfaction. *Innovar*, 30(75), 87–97.
- Awwad, M. S. & Agti, D. A. M. (2011). The Impact of Internal Marketing on Commercial Banks' Market Orientation. *International Journal of Bank Marketing*. 29 (4), 308-332.
- Babakus, E., Yavas, U., & Karatepe, O. M. (2017). Work engagement and turnover intentions: Correlates and customer orientation as a moderator. *International Journal of Contemporary Hospitality Management*, 29(6), 1580–1598. <https://doi.org/10.1108/IJCHM-11-2015-0649>
- Bamfo, B. A., & Kraa, J. J. (2019). Market orientation and performance of small and medium enterprises in Ghana: The mediating role of innovation. *Cogent Business & Management*, 6(1), 1-16. <https://doi.org/10.1080/23311975.2019.1605703>.
- Bashaer, A., Singh, S.K. & Farouk, S. (2016). Determinants of organizational performance: a proposed framework. *International Journal of Productivity and Performance Management*, Vol. 65 No. 6, pp. 844-859, 2016.
- Bawuro, F. A., Shamsuddin, A., Wahab, E., & Usman, H. (2019). Mediating role of meaningful work in the relationship between intrinsic motivation and innovative work behaviour. *International Journal of Scientific and Technology Research*, 8(9).
- Belasen, A. T., Eisenberg, B., & Borgos, J. (2024). *Transforming Leadership, Improving the Patient Experience: Communication Strategies for Driving Patient Satisfaction*. CRC Press.
- Belmi, P. & Pfeffer, J. (2015). How “Organization” can weaken the Norm of Reciprocity: the effects of attributions for favors and a calculative mindset. *Academy of Management Discoveries*. 2015, Vol. 1, No. 1, 93–113.
- Benuyenah, V., & Pandya, B. (2020). Measuring employee happiness in the UAE—integrating organisational data into the national statistics. *International Review of Management and Marketing*, 10(3), 83.
- Bhagwandeem, T. P. (2021). *Relationship between intrinsic job satisfaction, extrinsic job satisfaction, and employee turnover intentions* (Doctoral dissertation, Walden University).
- Bhat, S., Gijo, E. V., Antony, J., & Cross, J. (2023). Strategies for successful deployment and sustainment of Lean Six Sigma in healthcare sector in India: a multi-level perspective. *The TQM Journal*, 35(2), 414-445.
- Blau, P. M. (1964). *Exchange and Power in Social Life*. New York: Wiley.

- Blocker, C. P., Flint, D. J., Myers, M. B., & Slater, S. F. (2011). Proactive customer orientation and its role for creating customer value in global markets. *Journal of the Academy of Marketing Science*, 39(2), 216-233.
- Bodjrenou, K., & Ming, X. (2019). Assessment of the Effect of Organizational Support and Investment in Employee Development on Affective Commitment. *International Business Research*, 12(3), 153–164. <https://doi.org/10.5539/ibr.v12n3p153>
- Bose, I. (2018). Employee empowerment and employee performance: An empirical study on selected banks in UAE. *Journal of Applied Management and Investments*, 7(2), 71–82.
- Boulesteix, A.-L., & Strimmer, K. (2007, January). Partial least squares: a versatile tool for the analysis of high-dimensional genomic data. *Briefings in Bioinformatics*. <https://doi.org/10.1093/bib/bbl016>
- Bove, L. L., Pervan, S. J., Beatty, S. E. & Shiu, E. (2009). Service worker role in encouraging customer organizational citizenship behaviors. *Journal of Business Research*. 62 (2009) 698–705
- Brach, S., Walsh, G., Hennig-Thurau, T. & Groth, M. (2015). A dyadic model of customer orientation: mediation and moderation effects. *British Journal of Management*, 26, pp. 292–309.
- Caster, M. (2020). Policies and procedures in providing competent customer service in urgent care centers. *Open Journal of Business and Management*, 8(03), 1164.
- Celik, A., Iraz, R., Cakici, A. B. & Celik, N. (2014). The Effects of Employee Empowerment Applications on Organizational Creativity and Innovativeness in Enterprises: The Case of Organised Industrial Zone. *European Scientific Journal*, 10(10), 99-107.
- Chang, S., Way, S.A. & Cheng, D.H. (2018). The elicitation of frontline, customer-contact, hotel employee innovative behavior: illuminating the central roles of readiness for change and absorptive capacity. *Cornell Hospitality Quarterly*, Vol. 59 No. 3, pp. 228-238.
- Chappell, L. & Kenneth, F. G. (2014). Making Clientelism Work: How Norms of Reciprocity Increase Voter Compliance. *Comparative Politics* October 2014
- Charalabidis, Y. & Koussouris, C. (2012). *Empowering Open and Collaborative Governance*. New York: Springer.
- Charles, M., & Ochieng, S. B. (2023). Strategic outsourcing and firm performance: a review of literature. *International Journal of Social Science and Humanities Research (IJSSHR) ISSN 2959-7056 (o); 2959-7048 (p)*, 1(1), 20-29.
- Chen, S. H., Wen, P. C., & Yang, C. K. (2014). Business concepts of systemic service innovations in e-Healthcare. *Technovation*, 34(9), 513–524.
- Cherian, J., Gaikar, V., Paul, R., & Pech, R. (2021). Corporate culture and its impact on employees' attitude, performance, productivity, and behavior: An investigative analysis from selected organizations of the United Arab Emirates (UAE). *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 45.
- Cho, H., Chen, M., & Chung, S. (2010). Testing an integrative theoretical model of knowledge-sharing behavior in the context of Wikipedia. *Journal of the American Society for Information Science and Technology*, 61(6),1198-1212.
- Choi, S. L., Goh, C. F., Adam, M. B. H., & Tan, O. K. (2016). Transformational leadership, empowerment, and job satisfaction: The mediating role of employee empowerment. *Human Resources for Health*. <https://doi.org/10.1186/s12960-016-0171-2>
- Coelho, F. J., Lages, C. R., & Sousa, C. M. (2018). Personality and the creativity of frontline service employees: Linear and curvilinear effects. *International Journal of Human*

- Resource Management*, 29(17), 2580–2607.
<https://doi.org/10.1080/09585192.2016.1255982>.
- Conduit, J., Matanda, M. J. & Mavondo, F. T. (2014). Balancing the Act: the Implications of jointly Pursuing Internal Customer Orientation and External Customer Orientation. *Journal of Marketing Management*. 30:13-14, 1320-1352, DOI:10.1080/0267257X.2014.909513
- Cook, K. S., Cheshire, C., Rice, E. R., & Nakagawa, S. (2013). Social exchange theory. *Handbook of social psychology* (pp. 61-88) Springer.
- Creswell, J. W. & Clark, V. L. P. 2017. *Designing and conducting mixed method research*. Los Angeles: SAGE.
- Creswell, J. W. (2014). *Research design: qualitative, quantitative, and mixed methods approach* (4th ed.). Thousand Oaks, California: SAGE Publication, Inc.
- Creswell, JW & Creswell, JD. 2018. *Research design: qualitative, quantitative, and mixed methods approaches*. Los Angeles: SAGE.
- Culnan, M.J. & Armstrong, P.K. (1999). Information privacy concerns, procedural fairness, and impersonal trust: an empirical investigation. *Organization Science*. Vol. 10 No. 1, pp. 104-15.
- Dabholkar, P. A., & Abston, K. A. (2008). The role of customer contact employees as external customers: A conceptual framework for marketing strategy and future research. *Journal of Business Research*, 61, 959–967. doi:10.1016/j.jbusres.2007.10.004
- Dahou, K., & Hacini, I. (2018). Successful Employee Empowerment : Major Determinants in the Jordanian Context. *Eurasian Journal of Business and Economics*, 11(21), 49–68. <https://doi.org/10.17015/ejbe.2018.021.03>
- Danvila-del-valle, I., Estévez-mendoza, C., & Lara, F. J. (2019). Human resources training : A bibliometric analysis. *Journal of Business Research*, 101, 627–636. <https://doi.org/10.1016/j.jbusres.2019.02.026>
- de Souza, S., Galloway, J., Simpson, C., Chura, R., Dobson, J., Gullick, N. J., ... Lempp, H. (2017). Patient involvement in rheumatology outpatient service design and delivery: a case study. *Health Expectations*, 20(3), 508–518. <https://doi.org/10.1111/hex.12478>
- Demirel, D. (2022). The effect of service quality on customer satisfaction in digital age: customer satisfaction based examination of digital CRM. *Journal of Business Economics and Management*, 23(3), 507-531.
- Devi, P. P., & Anjani, P. K. (2022). An investigation on the effect of employee empowerment and social support on organizational commitment and burnout. In *AIP Conference Proceedings* (Vol. 2385). <https://doi.org/https://doi.org/10.1063/5.0071040>
- Eid, R. (2007). Toward a successful CRM implementation in banks: An integrated model. *The Service Industries Journal*, 27(8), 1021–1039.
- Elnaga, A. A., & Imran, A. (2014). The impact of employee empowerment on job satisfaction: theoretical study. *American Journal of Research Communication*, 2(1), 13–26.
- Emam, A. S., Jais, J. B., & Tabash, M. I. (2019). The role of tribalism as mediator between employee empowerment and organizational commitment in Yemeni Islamic banking sector. *Management & Marketing*, 14(1), 130-149.
- Erdogan, B. & Enders, J. (2007). Support From the Top: Supervisors' Perceived Organizational Support as a Moderator of Leader–Member Exchange to Satisfaction and Performance Relationships. *Journal of Applied Psychology*. 2007, Vol. 92, No. 2, 321–330
- Farrell, M. A., & Oczkowski, E. (2012). Organisational identification and leader member exchange influences on customer orientation and organisational citizenship behaviours.

- Turkish Journal of Computer and Mathematics Education*. Vol.12 No. 11 (2021), 6401-6415
- Faulkner, J. & Laschinger, H. (2008). The effects of structural and psychological empowerment on perceived respect in acute care nurses. *Journal of Nursing Management* 16, 214–221
- Feng, T., Wang, D., Lawton, A., & Luo, B. N. (2019). Customer orientation and firm performance: The joint moderating effects of ethical leadership and competitive intensity. *Journal of Business Research*, 100, 111-121. doi:<https://doi.org/10.1016/j.jbusres.2019.03.021>
- Feng, T., Wang, D., Lawton, A., & Nanfeng, B. (2019). Customer orientation and firm performance : The joint moderating effects of ethical leadership and competitive intensity. *Journal of Business Research*, 100(February 2018), 111–121. <https://doi.org/10.1016/j.jbusres.2019.03.021>
- Fernandez, S. & Moldogaziev, T (2013). "Employee Empowerment and Job Satisfaction in the U.S Federal Bureaucracy: A Self-Determination Theory Perspective. *A Review Public Administration*". Nov, 2013, 02755074013507478.
- Fernandez, S., & Moldogaziev, T. (2015). Employee empowerment and job satisfaction in the US Federal Bureaucracy: A self-determination theory perspective. *American Review of Public Administration*, 45(4), 375–401. <https://doi.org/10.1177/0275074013507478>
- Ferris, W. P. (2009). From organizational design and change to experiential exercises and emotional intelligence. *Organizational Management Journal*, 6(1), 1–2. <https://doi.org/10.1057/omj.2009.8>
- Filser, M., Eggers, F., Kraus, S., & Málovics, É. (2014). The effect of financial resource availability on entrepreneurial orientation, customer orientation and firm performance in an international context: an empirical analysis from Austria and Hungary. *Journal for East European Management Studies*, 3(5), 7-30.
- Foster, K., & Sandel, M. (2010). "Abuse of Women with Disabilities: Toward an Empowerment Perspective". *Sexuality and Disability*, 28: pp177-18. DOI 10.1007/s11195-010-9156-6
- Frambach, R.T., Fiss, C.P. & Ingenbleek, T.M.P. (2016). How important is customer orientation for firm performance? A fuzzy set analysis of orientations, strategies, and environments. *Journal of Business Research*, 69(4), 1428-1436. doi: 10.1016/j.jbusres.2015.10.120
- Frey, C. B., & Osborne, M. A. (2017). The future of employment: how susceptible are jobs to computerisation? *Technological forecasting and social change*, 114, 254-280.
- Fridayanthie, E. (2016). No Title肯定・否定表現における日本語程度副詞について. *IOSR Journal of Economics and Finance*, 3(1), 56. <https://doi.org/https://doi.org/10.3929/ethz-b-000238666>
- Friedman, H., & Herskovitz, P. (1990). The effect of a gift upon-entry on sales: reciprocity in a retailing context. *Mid-American Journal of Business*. Vol. 5, pp. 49-50.
- Gafar, O. Y. (2017). *The Mediating Roles of Personality and Job Satisfaction on Internal Marketing and Customer Orientation in the Nigerian Banking Industry*. A Phd Thesis. Universiti Teknologi Malaysia
- Ganjawala, M. (2018). *A Study of Employee Empowerment and Its Impact on Customer Satisfaction With Reference To Selected Banks of South Gujarat*. Unpublished Phd Thesis. Gujarat Technological University
- Gautam, D. K., & Ghimire, S. B. (2017). Psychological empowerment of employees for competitive advantages. *International Journal of Law and Management*. Vol. 59 Issue: 4, pp.466-488, <https://doi.org/10.1108/IJLMA-03-2016-0035>

- Gould-Williams, J. (2007). HR practices, organizational climate and employee outcomes: evaluating social exchange relationships in local government. *The International Journal of Human Resource Management*. 18:9,1627-1647, DOI: 10.1080/09585190701570700
- Govindarajan, V., Kopalle, P. K., & Danneels, E. (2011). The effects of mainstream and emerging customer orientations on radical and disruptive innovations. *Journal of Product Innovation Management*, 28(SUPPL. 1), 121–132. <https://doi.org/10.1111/j.1540-5885.2011.00865.x>
- Grayson, D., & Hodges, A. (2017). *Corporate social opportunity! Seven steps to make corporate social responsibility work for your business*. Routledge.
- Haas, D. F., & Deseran, F. A. (1981). Trust and Symbolic Exchange. *Social Psychology Quarterly*. 44(1): 3–13.
- Hanaysha, J. (2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment. 5th International Conference on Leadership, Technology, Innovation and Business Management. *Procedia - Social and Behavioral Sciences*. 229 (2016) 298 – 306
- Hancer, M., & George, R. T. (2003). Psychological empowerment of non-supervisory employees working in full-service restaurants. *International Journal of Hospitality Management*, 22(1), 3-16.
- Harrim, H., & Alkshali, S. (2008). “Employees Empowerment and Its Effect on Team Effectiveness: Field Study on Jordanian Costruction Firms”. *Jordan Journal of Business Administration*. Vol.4, No.1, pp.107-117
- Hasan, M. Z., Mohd Saad, M. N., & Iteng, R. (2019). Ethical Climates as a moderator on the Relationship between Lean Manufacturing Practices and Manufacturing Performance using PLS- SEM. *International Research Journal of Engineering and Technology (IRJET)*, 6(5), 6740–6750.
- Hashemy, S. H., Yousefi, M., Soodi, S. & Omid, B. (2016). Explaining human resource empowerment pattern and organizational excellence among employees of emergency of Guilan's University Hospitals. *Procedia - Social and Behavioral Sciences* 230 (2016) 6 – 13
- He, Y., Li, W., & Keung Lai, K. (2011). Service climate, employee commitment and customer satisfaction: Evidence from the hospitality industry in China. *International Journal of Contemporary Hospitality Development Studies*, 3, 44 – 56.
- Henseler, J., & Sarstedt, M. (2012). Goodness-of-fit indices for partial least squares path modeling. *Computational Statistics*, 28(2), 565–580. <https://doi.org/10.1007/s00180-012-0317-1>
- Henseler, J., & Sarstedt, M. (2012). Goodness-of-fit indices for partial least squares path modeling. *Computational Statistics*, 28(2), 565–580. <https://doi.org/10.1007/s00180-012-0317-1>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 2015(43), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 2015(43), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Herhausen, D., De Luca, L. M. & Weibel, M. (2018). The Interplay Between Employee and Firm Customer Orientation: Substitution Effect and the Contingency Role of Performance-

- Related Rewards. *British Journal of Management*. Vol. 00, 1–20 (2017) DOI: 10.1111/1467-8551.12230
- Hewagama, G., Boxall, P., Cheung, G. & Hutchison, A. (2019). "Service recovery through empowerment? HRM, employee performance and job satisfaction in hotels." *International Journal of Hospitality Management*, Vol. 81, pp. 73-82.
- Hieu, V. M. (2020). Employee Empowerment and Empowering Leadership: A Literature Review. *Technium*. Vol. 2, Issue 7 pp.20-28 (2020) ISSN: 2668-778X www.techniumscience.com
- Hilman, H., & Kaliappen, N. (2014). Market orientation practices and effects on organizational performance: Empirical insight from Malaysian hotel industry. *Sage Open*, 4(4), 1-8. <https://doi.org/10.1177/2158244014553590>.
- Hirzel, A., Leyer, M. & Moormann, J. (2017). The role of employee empowerment in the implementation of continuous improvement: evidence from a case study of a financial services provider. *International Journal of Operations and Production Management*, Vol. 37 No. 10, pp. 1563-1579.
- Ho, T. C., Ahmad, N. H., & Ramayah, T. (2016). Competitive capabilities and business performance among manufacturing SMEs: Evidence from an emerging economy, Malaysia. *Journal of Asia-Pacific Business*, 17(1), 37-58.
- Houshi, F. J., & Taleghani, M. (2016). Codification of business/Industrial strategies by EFQM model of organisational excellence. *Mediterranean Journal of Social Sciences*, Vol. 7 No. 2S1, pp. 511-517.
- Huang, C. Y., Weng, R. H., Wu, T. C., Lin, T. E., Hsu, C. T., Hung, C. H., & Tsai, Y. C. (2018). Developing and testing the patient-centred innovation questionnaire for hospital nurses. *Journal of Nursing Management*, 26(2), 227–237. <https://doi.org/10.1111/jonm.12539>
- Hudson, S., González-Gómez, H., & Rychalski, A. (2017). Call centers: is there an upside to the dissatisfied customer experience? *Journal of Business Strategy*, 38(1), 39-46.
- Hughes, D. E., Richards, K. A., Calantone, R., Baldus, B., & Spreng, R. A. (2019). Driving in-role and extra-role brand performance among retail frontline salespeople: Antecedents and the moderating role of customer orientation. *Journal of Retailing*, 95(2), 130-143. doi:<https://doi.org/10.1016/j.jretai.2019.03.003>
- Hung, H. & Wong, Y.H. (2009). Information transparency and digital privacy protection: are they mutually exclusive in the provision of e-services?. *Journal of Services Marketing*. Vol. 23 Iss 3 pp. 154 – 164. <http://dx.doi.org/10.1108/08876040910955161>
- Hunger, J., & Wheelen, D. (2012). *Strategic management and business policy: Towards global sustainability* (13th ed.). Boston, Pearson Education.
- Hussain, M., Ajmal, M. M., Gunasekaran, A., & Khan, M. (2018). Exploration of social sustainability in healthcare supply chain. *Journal of Cleaner Production*, 203, 977–989.
- Hussin, J., Rahman, I. A., & Memon, A. H. (2013). The Way Forward in Sustainable Construction : Issues and Challenges. *International Journal of Advances in Applied Sciences*, 2(1), 15–24.
- Indranil, B. (2018). Employee empowerment and employee performance: An empirical study on selected banks in UAE. *Journal of Applied Management and Investment*, 7(2), 71–82.
- Iqbal, N., Ahmad, M., M.C. Allen, M., & Raziq, M. M. (2018). Does e-HRM improve labour productivity? A study of commercial bank workplaces in Pakistan. *Employee Relations*, 40(2), 281–297. <https://doi.org/10.1108/ER-01-2017-0018>

- Iqislam, M. A. (2018). Leadership Styles for Employee Empowerment: Malaysian Retail Industry. *Journal of Management Research* ISSN 1941-899X 2018, Vol. 10, No. 427
- Ivanova, M., & von Scheve, C. (2020). Power through empowerment? The managerial discourse on employee empowerment. *Organization*, 27(6), 777-796.
- Izdihar, R. P., Maryono, M., & Du, Y. L. (2017). Discriminant Validity Assessment : Use of Fornell & Larcker criterion versus HTMT Criterion Discriminant Validity Assessment
- Jabeen, F., & Dari, T. Al. (2020). A framework for integrating knowledge management benefits in the UAE organisations. *Knowledge Management Research & Practice*, 1–15. <https://doi.org/10.1080/14778238.2020.1780966>
- Jacquiline, F. N. (2014). Employee empowerment and job satisfaction. *Research journal of human resource*, 2(2), 1-12.
- Jalilvand, M. R. (2017). The effect of innovativeness and customer-oriented systems on performance in the hotel industry of Iran. *Journal of Science and Technology Policy Management*, 8(1), 43-61. doi: 10.1108/JSTPM-08-2016-0018
- JH Coun, M., Peters, P., Blomme, R. J., & Schaveling, J. (2022). 'To empower or not to empower, that's the question'. Using an empowerment process approach to explain employees' workplace proactivity. *The International Journal of Human Resource Management*, 33(14), 2829-2855.
- Jha, S. (2011). Influence of Psychological Empowerment on Affective, Normative and Continuance Commitment: A Study in the Indian IT Industry. *Journal of Indian Business Research*, 3(4), 263–282. <https://doi.org/10.1108/17554191111180582>
- Jiang, W., Chai, H., Shao, J., & Feng, T. (2018). Green entrepreneurial orientation for enhancing firm performance : A dynamic capability perspective. *Journal of Cleaner Production*. <https://doi.org/10.1016/j.jclepro.2018.07.104>
- Jourdan, Z., Rainer, R.K. and Marshall, T.E. (2008) 'Business intelligence: an analysis of the literature', *Information Systems Management*, Vol. 25, No. 2, pp.121–131.
- Kadhim, R., Mohammed, M., & Gremikh, H. (2018). Empowerment as a strategy to achieve the competitive advantage of organizations: A mediating role of organizational learning. *Management Science Letters*, 8(9), 903-912.
- Kamselem, K. M., Nuhu, M. S., & Liman, A. M. (2020). Employee Empowerment and Service Quality Delivery : Moderating Role of Organizational Commitment among Nursing Staff of Nigerian Public Hospitals. *International Journal of Business and Technopreneurship*, 10(3), 309–322.
- Kamselem, K. M., Nuhu, M. S., & Liman, A. M. (2020). Employee Empowerment and Service Quality Delivery : Moderating Role of Organizational Commitment among Nursing Staff of Nigerian Public Hospitals. *International Journal of Business and Technopreneurship*, 10(3), 309–322.
- Kanten, P., Kanten, S., Keceli, M., & Zaimoglu, Z. (2017). The antecedents of organisational agility: organisational strucyre, dynamic capabilities and customer orientation. In *Press Academia Procedia* (pp. 697–706). <https://doi.org/10.17261/Pressacademia.2017.646>
- Kao, C. Y., Tsaur, S. H., & Wu, T. C. E. (2016). Organizational culture on customer delight in the hospitality industry. *International Journal of Hospitality Management*, 56, 98–108. <https://doi.org/10.1016/j.ijhm.2016.05.001>.
- Kasemsap, K. (2013). Innovative Human Resource Practice: A Unified Framework and Causal Model of Psychological Empowerment, Job Satisfaction, Organizational Citizenship Behavior, and Organizational Performance. DOI: 10.7763/IPEDR. 2013. V64. 11

- Kee, D. M. H., & Rahman, N. A. (2017). Analyzing entrepreneurial orientation impact on start-up success with support service as moderator: A PLS-SEM approach. *Business and Economic Horizons*, 13(2), 128–141. <https://doi.org/10.15208/beh.2017.10>
- Kelley, H. H. & Thibaut, J. (1978). *Interpersonal Relations: A Theory of Interdependence*. Wiley, New York, NY.
- Khammarnia, M., Ravangard, R., & Asadi, H. (2014). The relationship of psychological empowerment and readiness for organizational changes in health workers, Lorestan, Iran. *The Journal of the Pakistan Medical Association*, 64(5), 537–541.
- Khan, M., Hussain, M., Gunasekaran, A., & Ajmal, M. M. (2018). Motivators of social sustainability in healthcare supply chains in the UAE — Stakeholder perspective. *Sustainable Production and Consumption*, 10, 1–10. <https://doi.org/10.1016/j.spc.2018.01.006>
- Kibbeling, M., Van Der Bij, H., & Van Weele, A. (2013). Market orientation and innovativeness in supply chains: Supplier's impact on customer satisfaction. *Journal of Product Innovation Management*, 30(3), 500-515.
- Kim, P. B., Lee, G., & Jang, J. (2017). Employee empowerment and its contextual determinants and outcome for service workers A cross-national study. *Management Decision*, 55(5), 1022–1041. <https://doi.org/10.1108/MD-02-2016-0089>
- Kjørstad, M. (2016). Do your duty—demand your right: a theoretical discussion of the norm of reciprocity in social work. *European Journal of Social Work*, DOI:10.1080/13691457.2016.1246416
- Kock, N. (2015). Common method bias in PLS-SEM : A full collinearity assessment approach. *International Journal of E-Collaboration*, 11(4), 1–10.
- Kock, N., & Kock, N. (2014). One-tailed or two-tailed P values in PLS-SEM ? One-tailed or two-tailed P values in PLS-SEM ?, (December). <https://doi.org/10.13140/2.1.3788.1929>
- Kruja, D., Ha, H., Drishti, E., & Oelfke, T. (2016). Empowerment in the hospitality industry in the United States. *Journal of Hospitality Marketing & Management*, 25(1), 25–48. <https://doi.org/10.1080/19368623.2015.976696>
- Kruja, D., Ha, H., Drishti, E., & Oelfke, T. (2016). Empowerment in the hospitality industry in the United States. *Journal of Hospitality Marketing & Management*, 25(1), 25–48. doi:10.1080/19368623.2015.976696
- Kumar, P. J. & Kumar, A. A. (2017). Employee Empowerment – An Empirical Study. *Global Journal of Management and Business Research: Administration and Management* , 17(4), 59-64
- Kusluvan, S., Kusluvan, Z., Ilhan, I. & Buyruk, L. (2010) “The human dimension: a review of human resources management issues in the tourism and hospitality industry”. *Cornell Hospitality Quarterly*, Vol. 51 No. 2, pp. 171-214.
- Lawler, E. J., & Thye, S. R. (1999). Bringing emotions into social exchange theory. *Annual Review of Sociology*, 25(1), 217-244.
- Ledwell, E. A., Andrusyszyn, M. & Iwasiw, C. L. (2006). Nursing Students’ Empowerment in Distance Education: Testing Kanter’s Theory. *Journal of Distance Education*. VOL. 21, No 2, 78-95
- Lee, J. J., & Ok, C. M. (2015b). Examination of factors affecting hotel employees’ service orientation: An emotional labor perspective. *Journal of Hospitality & Tourism Research (Washington, D.C.)*, 39(4), 437–468. <https://doi.org/10.1177/1096348013491593>
- Leedy, P.D. & Ormrod, J. E. (2020). *Practical research: Planning and design*. Boston: Pearson.

- Lewis, D. R. (2018). The perils of overconfidence: Why many consumers fail to seek advice when they really should. *Journal of Financial Services Marketing*, 23(2), 104-111.
- Leyer, M., Richter, A. & Steinhüser, M. (2018). "Power to the workers": Empowering shop floor workers with worker-centric digital designs. *International Journal of Operations & Production Management*. <https://doi.org/10.1108/IJOPM-05-2017-0294>
- Li, J. J., & Zhou, K. Z. (2010). How foreign firms achieve competitive advantage in the Chinese emerging economy: Managerial ties and market orientation. *Journal of Business Research*, 63(8), 856-862.
- Li, W., Pomegbe, W. W. K., Dogbe, C. S. K. & Novixoxo, J. D. (2019). Employees' Customer Orientation and Customer Satisfaction in the Public Utility Sector: The Mediating Role of Service Quality. *African Journal of Economic and Management Studies*, <https://doi.org/10.1108/AJEMS-10-2018-0314>
- Lin, C. H. V., Sanders, K., Sun, J. M. J., Shipton, H. & Mooi, E. A. (2016). From customer-oriented strategy to organizational financial performance: the role of human resource management and customer-linking capability. *British Journal of Management*, 27, pp. 21–37.
- Lin, M., Chiang, C. & Wu, K. (2018). How Hospitality and Tourism Students Choose Careers: Influences of Employer Branding and Applicants' Customer Orientation. *Journal of Hospitality & Tourism Education*. <https://doi.org/10.1080/10963758.2018.1480377>
- Lings, I. & Greenley, G. (2010). Internal market orientation and market oriented behaviours. *Journal of Service Management*, 21, 321-343. doi:10.1108/09564231011050788
- Lo, M. C., Mohamad, A. A., Ramayah, T. & Wang, Y. C. (2015). Examining the effects of leadership, market orientation and leader member exchange (LMX) on organizational performance. *Inzinerine Ekonomika- Engineering Economics*, 26(4), 409-421.
- Lombardi, S., Sasseti, S., & Cavaliere, V. (2019). Linking employees' affective commitment and knowledge sharing for an increased customer orientation. *International Journal of Contemporary Hospitality Management*, 31(11), 4293–4312. <https://doi.org/10.1108/IJCHM-03-2018-0261>
- Lowry, P. B., & Gaskin, J. (2014). Partial Least Squares (PLS) Structural Equation Modeling (SEM) for Building and Testing Behavioral Causal Theory : When to Choose It and How to Use It. In *IEEE Transactions on Professional Communication* (Vol. 57, pp. 123–146).
- Maaz, M. A. M., & Ahmad, R. (2022). Impact of supply chain performance on organizational performance mediated by customer satisfaction: a study of dairy industry. *Business process management journal*, 28(1), 1-22.
- Mahmoud, A. B., Mahmoud, A. B., Grigoriou, N., Fuxman, L., Reisel, W. D., Hack-polay, D., ... Reisel, W. D. (2020). A Generational Study of Employees' Customer Orientation : A Motivational Viewpoint in Pandemic Time A generational study of employees' customer orientation : a motivational viewpoint in pandemic time. *Journal of Strategic Marketing*, 00(00), 1–18. <https://doi.org/10.1080/0965254X.2020.1844785>
- Maiga, Z. B. (2017). *Knowledge sharing among academics in selected universities in Tanzania*. PhD Thesis. University of KwaZulu-Natal.
- Malmendier, U. & Schmidt, K. M. (2017). You Owe Me. *American Economic Review* 107(2), 493–526.
- Mapira, N., Tasiyana, V. & Muzvidziwa, R. F. (2015). Impact of Internal Marketing on Organisational Performance. *International Journal of Innovative Research & Development*. Vol 4 Issue 5. ISSN 2278 – 0211

- Marjani, A. B., & Alizadeh, F. (2014). The Impact of Empowerment on Employees Performance in Standards Office of Tehran. *International Journal of Academic Research in Economics and Management Sciences* 3(4), 36-43.
- Markey, K., Prosen, M., Martin, E., & Repo Jamal, H. (2021). Fostering an ethos of cultural humility development in nurturing inclusiveness and effective intercultural team working. *Journal of Nursing Management*, 29(8), 2724-2728.
- Martinaityte, I., Sacramento, C., & Aryee, S. (2019). Delighting the customer: Creativity-oriented high-performance work systems, frontline employee creative performance, and customer satisfaction. *Journal of Management*, 45(2), 728–751. doi:10.1177/0149206316672532
- Mataba, A. T. (2021). Dynamics of Employee Empowerment on Organisational Performance at Food Retail Outlets: A Case Study of Food Retail Outlets in Zimbabwe. *Asian Journal of Multidisciplinary Research & Review (AJMRR)*. Volume 2 Issue 3. ISSN 2582 8088
- Mathe, K., Scott-Halsell, S., & Roseman, M. (2016). The role of customer orientation in the relationship between manager communications and customer satisfaction. *Journal of Hospitality & Tourism Research*, 40(2), 198–209. <https://doi.org/10.1177/1096348013496278>.
- Matira, K. M., & Awolusi, O. D. (2020). Leaders and managers styles towards employee centricity: a study of hospitality industry in United Arab Emirates. *Information Management and Business Review*, 12(1 (I)), 1-21.
- Mehrajunnisa, M., & Jabeen, F. (2020). Ranking the enablers promoting female empowerment in the UAE health care sector. *International Journal of Gender and Entrepreneurship*, 12(2), 117–144. <https://doi.org/10.1108/IJGE-12-2018-0135>
- Mekonnin, R. (2015). Customer Orientation and Business Performance of Financial Institution: A Case Study of Eastern Hararghe Commercial Bank of Ethiopia. *Management Studies and Economic Systems*, 1(4), 257-265.
- Memon, A. H., & Rahman, I. A. (2013). Analysis of Cost Overrun Factors for Small Scale Construction Projects in Malaysia Using PLS-SEM Method. *Modern Applied Science*, 7(8), 78–88. <https://doi.org/10.5539/mas.v7n8p78>
- Memon, A. H., & Rahman, I. A. (2014). SEM-PLS Analysis of Inhibiting Factors of Cost Performance for Large Construction Projects in Malaysia : *Perspective of Clients and Consultants*, 2014.
- Meng, B., & Han, H. (2014). The effects of empowerment on employee psychological outcomes in upscale hotels. *Journal of Hospitality Marketing & Management*, 23(2), 218–237. doi:10.1080/19368623.2013.768189
- Meyer, A. N., Giardina, T. D., Khawaja, L., & Singh, H. (2021). Patient and clinician experiences of uncertainty in the diagnostic process: current understanding and future directions. *Patient Education and Counseling*, 104(11), 2606-2615.
- Meyerson, G. & Dewettinck, B. (2012). Effect of Empowerment on Employee's Performance. *Advanced Research in Economic and Management Sciences* 2, 40-46.
- Milhem, W., Abushamsieh, K., & Arostegui, M. N. P. (2014). Training strategies , theories and types Training Strategies , Theories and Types. *Journal of Accounting - Business & Management*, 21(1), 12–26.
- Mokhtaran, M. & Komeilian, B. (2016). Exploring the Effect of Customer Orientation on Dana Insurance Performance Considering: the Intermediary Role of Customer Relations and Service Quality Management. *Faculty of Business Economics and Entrepreneurship International Review* (2016 No.3-4)

- Moosa, L., Pearson, H., & Mthombeni, M. (2023). Invoking team trust to facilitate performance management in the context of virtual teams. *South African Journal of Business Management*, 54(1), 1-12.
- Muchaonyerwa, N. (2015). *Knowledge sharing strategies in university libraries in Kwazulu-Natal province of South Africa*. PhD Thesis. University of KwaZulu-Natal, Pietermaritzburg, South Africa.
- Mugo, A., Musonge, B., & Sakwa, J. (2016). Effects of Core Competence in Competitive Advantage and Organizational Performance. *International Journal of Business and Management*, 4(7), 192-204.
- Mukwakungu, S. C., Mankazana, S. & Mbohwa, C. (2018). *The impact of employee empowerment on organizational performance in a flavours and fragrance manufacturing company in South Africa*. Conference: GBATA's 20th Anniversary Annual International Conference at: Bangkok, Thailand
- Munawar, J., Azam, K., Arif, S., Rukhsar, N., Muzaffar, S., Kanjoo, A. M. & Ali, M. A. (2013). Determinants Affecting Customer's Complaint Intention. *International Journal of Learning and Development*, 3(6), 139-152.
- Nadeem, M. T., Zia-uD-din, M., Riaz, W., Shafique, M. Z., & Sattar, A. (2018). The effects of employees empowerment on organizational performance : a case of hotel industry in Pakistan. *International Journal of African and Asian Studies*, 47, 89-94.
- Nassar, M. A. (2017). Psychological empowerment and organisational change among hotel employees in Egypt. *Research in Hospitality Management* 2017, 7(2): 91–98
- Nebo, G. N. & Okechukwu, E. U. (2017). Effects of Internal Marketing on Customer Orientation Behaviour of Selected Hotels' Employees in Nigeria. *European Scientific Journal June 2017 edition Vol.13, No.16 ISSN: 1857 – 7881 (Print) e - ISSN 1857- 7431*. doi: 10.19044/esj.2017.v13n16p212
- Nekesa, T. B. & Wanjira, J. (2020). Effect of Employee Involvement on Customer Service Delivery of Restaurants in Nairobi Kenya. *International Journal of Business Management, Entrepreneurship and Innovation*, Volume 2, Issue 3, 2020, PP 49-60, ISSN 2707-8027
- Nekesa, T. B. (2020). *Employee empowerment and customer service delivery in selected small and medium size restaurants in Nairobi city county, Kenya*.
- Nelson, D. & Quick, J. (2012). *Principles of Organizational Behavior: Realities and Challenges*. Australia: South Western.
- Neneh, B. N. (2017). Customer orientation and SME performance : the role of networking ties. *African Journal of Economic and Management Studies*, 9(2), 178–196. <https://doi.org/10.1108/AJEMS-03-2017-0043>
- Neuman, W. (2014). *Social research methods: qualitative and quantitative approaches*. Harlow: Pearson.
- Newman, A., Thanacoody, R. & Hui, W. (2011). The impact of employee perceptions of training on organisational commitment and turnover intentions: a study of multinationals in the Chinese service sector. *International Journal of Human Resource Management*. 22 (8). pp. 1765-1787. ISSN 0958-5192 [Article] (doi:10.1080/09585192.2011.565667)
- Ngacha, W. J., & Onyango, F. E. V. (2017). The role of a Customer-Oriented Service Culture in influencing Customer Retention in the Hotel Industry. *African Journal of Hospitality, Tourism and Leisure*. Volume 6 (4) - (2017) ISSN: 2223-814X

- Ning, S., Zhong, H., Libo, W. & Qiujie L. (2009). The impact of nurse empowerment on job satisfaction. *Journal of Advanced Nursing* 65(12), 2642–2648. doi: 10.1111/j.1365-2648.2009.05133.x
- Nowak, R. (2018). Developing serving culture: focus on workplace empowerment. *Employee Relations: The International Journal*. Vol. 41 No. 6, 2019 pp. 1312-1329
- Nwachukwu, C. (2016). The impact of Performance Management and Employee empowerment on Organizational Culture of selected Banks in Nigeria. *Ekonomika A Management*, 2016(2).
- Nwora, G. N., & Uzoamaka, E.O. (2017). Effects of Internal Marketing on Customer Orientation Behaviour of Selected Hotels' Employees in Nigeria. *European Science Journal*. Vol. 13, No 16.
- Oakley, J. L. (2012). Bridging the Gap between Employees and Customers. *Journal of Marketing Management*, 28, 1094–1113. doi:10.1080/0267257X.2011.617707
- Odero, J. A., Egessa, R., & Oseno, B. (2019). Influence of Employee Empowerment on Performance: Evidence from Deposit Taking Sacco's In Kenya. *EPRA International Journal of Multidisciplinary Research (IJMR)*. Volume: 5, Issue: 10
- Oktaviani, R., Susanti, E. & Syah, T. Y. R. (2020). The Role of Empowerment and Work Environment on Employee Performance Supported Over Organizational Commitment. *Science, Engineering and Social Science Series*. Vol. 4, No. 5, 2020
- Orgambidez-Ramos, A., & Borrego-Alés, Y. (2014). Empowering Employees: Structural Empowerment as Antecedent of Job Satisfaction in University Settings. *Psychological Thought*, 2014, Vol. 7(1), 28–36, doi:10.5964/psyc.v7i1.88
- Osman, A. M., Husin, N. A., & Lukito, H. (2017). Conceptualising the Framework for Healthcare Employee Loyalty in Malaysia Hospital. In *Annual Conference on Economics, Business, Accounting and Social Sciences*.
- Oswald, A. J., Proto, E. & Sgroi, D. (2015). Happiness and productivity. *Journal of Labor Economics*, 33(4), 789-822.
- Papaioannou, A., Kriemadis, T., Kapetanidou, P., Yfantidou, G. & Kourtesopoulou, A. (2018). Customer Oriented Strategy and Business Performance in Tourism and Hospitality Industry. In V. Katsoni & K. Velandar (Eds.), *Innovative Approaches to Tourism and Leisure* (pp. 417-432). Cham, Switzerland: *Springer Proceedings in Business and Economics*.
- Papaioannou, A., Kriemadis, T., Mitsios, V. & Kartakoullis, N. (2018). The relationship between customer-oriented strategy and organisational performance in professional football clubs. *Journal of Customer Behaviour*, 2018, Vol. 17, No. 3, pp.229-249 <http://dx.doi.org/10.1362/147539218X15434304746063>
- Patten, M. L., & Newhart, M. (2018). *Understanding research methods: an overview of the essentials*. New York: Routledge.
- Pervan, S. J., Bove, L. L., Johnson, L. W. & Lin, C. H. (2011). Effect of Reciprocity on Well-being in Interpersonal Marketing Relationships: An Interview Study. *International Journal of Management* Vol. 28 No. 1 Part 1 Mar 2011
- Pinnaa, R., De Simone, S., Cicottoc, G. & Malik, A. (2020). Beyond organisational support: Exploring the supportive role of co-workers and supervisors in a multi-actor service ecosystem. *Journal of Business Research*. 121 (2020) 524–534.
- Poorafkari, N., & Ghanbari, A. (2012). Human resource empowerment mechanisms in managing sport organizations. *Journal of Social Management*, 23(5), 592-607. <https://doi.org/10.1108/095961111111143359>

- Pousa, C., Hardie, T., & Zhang, X. (2018). Promoting frontline employee customer orientation in China: a replication and a comparison. *International Journal of Bank Marketing*, 36(5), 849–867. <https://doi.org/10.1108/IJBM-04-2017-0078>
- Pradhan, R. K., & Jena, L. K. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*, 5(1), 69–85. <https://doi.org/10.1177/2278533716671630>
- Quratulain, S., Al-Hawari, M. A. & Bani-Melhem, S. (2019). Perceived organizational customer orientation and frontline employees' innovative behaviors: exploring the role of empowerment and supervisory fairness. *European Journal of Innovation Management*. 1460-1060. DOI 10.1108/EJIM-08-2019-0233
- Quratulain, S., Al-hawari, M. D. A., & Bani-Melhem, S. (2021). Perceived organizational customer orientation and frontline employees' innovative behaviors : exploring the role of empowerment and supervisory fairness. *European Journal of Innovation Management*, 24(2), 533–552. <https://doi.org/10.1108/EJIM-08-2019-0233>
- Qureshi, W. (2020). The Role of Human Capital in the Implementation of Healthcare Innovation in the UAE. *Human Capital in the Middle East: A UAE Perspective*, 275-310.
- Radwan, B. Q., Romli, N. & Awang, M. (2021). The Impact of Customer Success Factors on the Financial Performance of International Computer Technology Companies in Dubai.
- Rafiee, A., Shojaee, S., & Mazidi, A. (2015). Evaluation of the relationship between psychological empowerment dimensions with perceived oranzizational support and leader- member exchange (case study: university staff Gorgan,Iran). *International Journal of Basic Sciences & Applied Research*, 4, 22-25.
- Rafiki, A., Hidayat, S. E. & Razzaq, D. A. A. (2017). CRM and Organizational Performance: A Survey on Telecommunication Companies in Kuwait. *International Journal of Organizational Analysis*. DOI: 10.1108/IJOA-11-2017-1276
- Raghu, S., & Souza, L. B. D. (2024). "The Impact of Organizational Climate on the Well-being and Performance of Healthcare Professionals": A Comprehensive Systematic Review of Modern Healthcare Workplace and Further Research Agendas.
- Rania, R. M., Rahmanb, N. R. A., & Yusakc, N. A. M. (2021). The effect of psychological empowerment on employee performance. *International Journal of Innovation, Creativity and Change*, 15(6), 881-899.
- Rawat, P. S. (2011). Effect of Psychological Empowerment on Commitment of Employees: An Empirical Study. *IPEDR* vol.17, IACSIT Press, Singapore.
- Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717-725.
- Regan, L. C. & Rodriguez, L. (2011). Nurse Empowerment from a Middle-Management Perspective: Nurse Managers' and Assistant Nurse Managers' Workplace Empowerment Views. *The Permanente Journal*. Winter 2011. Volume 15 No. 1
- Ruizalba, J. L., Bermúdez-González, G., Rodríguez-Molina, M. A. & Blanca, M. J. (2014). Internal market orientation: An empirical research in hotel sector. *International Journal of Hospitality Management*. 38 (0), 11-19.
- Ruud, T. F., Peer, C.F., & Paul T.M. (2016). How important is customer orientation for firm performance? A fuzzy set analysis of orientations, strategies, and environments. *Journal of Business Research*, 69(16), 1428–1436.
- Saddik, B., Hussein, A., Albanna, A., Elbarazi, I., Al-shujairi, A., & Halwani, R. (2020). Assessing the influence of parental anxiety on childhood anxiety during the COVID-19 pandemic in the United Arab Emirates. *MedRxiv*.

- Sadeghzadeh, A., and Rostamzadeh, R. (2021). 'The Role of Internal Marketing Orientation and Organisational Citizenship Behaviour on Performance: Testing the Moderating Role of Business Intelligence', *Int. J. Business Information Systems*, Vol. 37, No. 4, pp.491–504.
- Safari, A., Adelpanah, A., Soleimani, R., Aqagoli, P. H., Eidizadeh, R., & Salehzadeh, R. (2020). The effect of psychological empowerment on job burnout and competitive advantage. *Management Research: Journal of the Iberoamerican Academy of Management*.
- Saif, N. I. & Saleh, A. S. (2013). Psychological empowerment and job satisfaction in Jordanian hospitals. *International Journal of Humanities and Social Science*, 3(16), 250-257.
- Salahat, M. A. (2021). Employee Empowerment , Knowledge Management and Decision-making Agility ; Mediating Role of Extra-role Performance. *International Journal of Academic Research in Business and Social Sciences*, 11(7), 960–977. <https://doi.org/10.6007/IJARBSS/v11-i7/10327>
- Salahat, M. A. (2021). Employee Empowerment , Knowledge Management and Decision-making Agility ; Mediating Role of Extra-role Performance. *International Journal of Academic Research in Business and Social Sciences*, 11(7), 960–977. <https://doi.org/10.6007/IJARBSS/v11-i7/10327>
- Saleh, M. H. M., Azmin, A. A., & Saraih, U. N. (2021). The Effect of Marketing Ethics as a Moderator on the Relationship Between Customer Orientation and Smes Performance in Saudi Arabia. *Advanced International Journal of Business, Entrepreneurship and SMES (AIJBES)*. Volume 3 Issue 8 (June 2021) PP. 119-138 DOI 10.35631/AIJBES.38008
- Salman, S. F. A., & Sankar, J. P. (2020). The Relationship between Employee Empowerment and Perceived Employee Job Performance among the Hospitality Sector in the Kingdom of Bahrain: The Case of Three Star Hotels in Bahrain. *iKSP Journal of Innovative Writings*. 1(1): 12-22
- Sanders, M. (2015). In Search of the Limits of Applying Reciprocity in the Field: Evidence from Two Large Field Experiments. *Working Paper*.
- Sandhya, S. (2016). Individual factors and work outcomes of employee engagement. *Procedia-Social and Behavioral Sciences*, 40, 498-508.
- Sarstedt, M., Jr, J. F. H., Jun-hwa, C., Becker, J., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal*, (June). <https://doi.org/10.1016/j.ausmj.2019.05.003>
- Sarstedt, M., Jr, J. F. H., Jun-hwa, C., Becker, J., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal*, (June). <https://doi.org/10.1016/j.ausmj.2019.05.003>
- Saunders, M. N. K., Thornhill, A., & Lewis, P. (2016). *Research Methods for Business Students*. Pearson.
- Shah, S. N. A., & Dubey, S. (2013). Market orientation and organizational performance of financial institutions in United Arab Emirates. *Journal of Management & Public Policy*, 4(2) 23-45.
- Sharma, S., & Taneja, M. (2018). The effect of training on employee performance. *International Journal of Recent Technology and Engineering*.
- Sharma, V. (2017). Patient satisfaction and brand loyalty in health-care organizations in India. *Journal of Asia Business Studies*, 11(1), 73–87. <https://doi.org/10.1108/JABS-09-2015-0157>

- Shedid, M. (2019). *Employee empowerment and customer satisfaction: an investigation from a UAE banking-sector perspective*. Robert Gordon University [online], PhD thesis. Available from: <https://openair.rgu.ac.uk>
- Shiferaw, B. (2018). *The Effect of Internal Marketing on Customer Orientation of Employees: the case of Selected Star Hotels in Addis Ababa*. Masters thesis, Addis Ababa University School of Commerce
- Smirnova, M. M., Rebiagina, V. A., & Frösén, J. (2018). Customer orientation as a multidimensional construct: Evidence from the Russian markets. *Journal of Business Research*, 86, 457-467. doi:<https://doi.org/10.1016/j.jbusres.2017.10.040>
- Smith, L. M., Andrusyszyn, M. A., & Laschinger, H. K. (2010). Effects of workplace inequity and empowerment on newly graduated nurses' organizational commitment. *Journal of Nursing Management*, Vol. 18 No. 8, pp. 1004-1015.
- Suk, M., & Kim, W. (2021). COVID-19 and the airline industry: crisis management and resilience. *Tourism Review*, 76(4), 984-998. <https://doi.org/10.1108/TR-07-2020-0348>
- Sulaiman, M., Slayem, N., & Marni, N. Bin. (2020). Human Resource Management role in improving employee performance in the United Arab Emirates Health sector. *Journal of Southwest Jiaotong University*, 55(3).
- Sun, Y., Fang, Y., & Lim, K. H. (2012). Understanding Sustained Participation in Transactional Virtual Communities. *Decision Support Systems*, 53(1), 12-22.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics (5th ed.)*. Boston: Pearson Education.
- Tadajewski, M., & Hower, P. (2012). Global contributions to marketing management. *Journal of Marketing Management*, 28, 1015-1020. doi:10.1080/0267257X.2012.708149
- Tajeddini, K., & Trueman, M. (2012). Managing Swiss Hospitality: How cultural antecedents of innovation and customer-oriented value systems can influence performance in the hotel industry. *International Journal of Hospitality Management*, 31(4), 1119-1129. doi:10.1016/j.ijhm.2012.01.009
- Tenenhaus, M., Amato, S., & Esposito Vinzi, V. (2004). Goodness-of-fit indices for partial least squares path modeling. In *Proceedings of the XLII SIS scientific meeting* (Vol. 28, pp. 739-742). Springer Verlag. <https://doi.org/10.1007/s00180-012-0317-1>
- Thakre, N., & Mathew, P. (2020). Psychological empowerment, work engagement, and organizational citizenship behavior among Indian service-sector employees. *Global Business and Organizational Excellence*, 39(4), 45-52.
- Usman, H., & Lizam, M. (2016). Determinants of intention of using mortgage in financing home ownership in Bauchi, Nigeria. *International Journal of Housing Markets and Analysis*, 9(3). <https://doi.org/10.1108/IJHMA-07-2015-0033>
- Usman, H., & Lizam, M. (2016). Determinants of intention of using mortgage in financing home ownership in Bauchi, Nigeria. *International Journal of Housing Markets and Analysis*, 9(3). <https://doi.org/10.1108/IJHMA-07-2015-0033>
- Vahle-Hinz, T., Deci, N., & Baethge, A. (2024). Intensifying and protective?—how organizational culture shapes the effect of work scheduling autonomy on the relationship between time pressure and self-endangering work behaviours. *European Journal of Work and Organizational Psychology*, 1-15.
- Varghese, J., & Edward, M. (2018). Relationship between job orientation and performance of sales people: A financial services industry perspective. *IIM Kozhikode Society & Management Review*, 7(1), 88-96. <https://doi.org/10.1177/2277975217733858>

- Vinzi, V. E., Trinchera, L., & Amato, S. (2010). PLS Path Modeling : From Foundations to Recent Developments and Open Issues for Model Assessment and Improvement. In E. V. Vinzi, L. Trinchera, & S. Amato (Eds.), *Handbook of Partial Least Squares* (pp. 47–82). Berlin: Springer. <https://doi.org/10.1007/978-3-540-32827-8>
- Voegtlin, C., Boehm, S. & Bruch, H. (2015). "How to empower employees: using training to enhance work units" collective empowerment." *International Journal of Manpower*, 36(3) 354 – 373.
- Voo, I. C., Soehod, K., & Long, C. S. (2018). HRM Practices and Firm Performance : The Mediation of HR Roles. In *Proceedings of the International Conference on Industrial Engineering and Operations Management* Bandung, Indonesia (pp. 2243–2254).
- Wadhwa, D. S., & Verghese, M. (2015). Impact of employee empowerment on job satisfaction and organizational commitment: An empirical investigation with special reference to selected cement industry in Chhattisgarh. *International Journal in Management and Social Science*, 3(3), 280-286.
- Wahyuningsih, S. H., Sudiro, A., Troena, E. A., & Irawanto, D. (2019). Analysis of organizational culture with denison's model approach for international business competitiveness. *Problems and Perspectives in Management*, (17, Iss. 1), 142-151.
- Wang, C., Teo, T. S. H., Dwivedi, Y., & Janssen, M. (2021). Mobile services use and citizen satisfaction in government: integrating social benefits and uses and gratifications theory. *Information Technology and People*, 34(4), 1313–1337. <https://doi.org/10.1108/ITP-02-2020-0097>
- Wang, Q., Zhao, X., & Voss, C. (2016). Customer orientation and innovation: A comparative study of manufacturing and service firms. *International Journal of Production Economics*. 171(2), 221-230. doi: 10.1016/j.ijpe.2015.08.029
- Wang, Y. C., Luo, C. C., & Tai, Y. F. (2017). Implementation of delightful services: From the perspective of frontline service employees. *Journal of Hospitality and Tourism Management*, 31, 90–104. <https://doi.org/10.1016/j.jhtm.2016.10.006>.
- Waseem, B., & Loo-See B. (2018). Influence of intellectual capital dimensions on knowledge process capability and organizational performance. *Asian Journal of Scientific Research*, 11(4), 308-318.
- Weidenstedt, L. (2020). Employee Empowerment and Paternalism: A Conceptual Analysis of Empowerment's Embeddedness in Communicative Contexts. *Mrev Management Revue*, 31(4), 444-464.
- Weng, R. H., Chen, W. P., Huang, C. Y., Hung, C. H., & Hsu, C. T. (2016). Can nurse innovation improve customer perception of service quality and experience? *Molecular Ecology*, 25(13–14), 1950–1961. <https://doi.org/10.1111/jocn.13214>
- Wirtz, J., Heracleous, L., & Pangarkar, N. (2008). Managing human resources for service excellence and cost effectiveness at Singapore Airlines. *Managing Service Quality: An International Journal*, 18(1), 4-19.
- Wong, C. A., Laschinger, H.K. (2013). "Authentic leadership, performance, and job satisfaction: the mediating role of empowerment". *Journal of Advanced Nursing*, Vol. 69 No. 4, pp. 947-959.
- Wong, K. K. (2013). Partial Least Squares Structural Equation Modeling (PLS-SEM) Techniques Using SmartPLS. *Marketing Bulletin*, 24(1), 1–32.
- Wong, K. K. (2016). Technical Note : Mediation analysis, categorical moderation analysis, and higher-order constructs modeling in Partial Least Squares Structural Equation Modelling. *The Marketing Bulletin*, 26(May).

- Yam, K. C., Reynolds, S. J., Zhang, P., & Su, R. (2021). The unintended consequences of empowering leadership: Increased deviance for some followers. *Journal of Business Ethics*, 1-18.
- Yang, F., & Zhang, H. (2018). The impact of customer orientation on new product development performance: The role of top management support. *International Journal of Productivity and Performance Management*, 67(3), 590-607. doi: 10.1108/IJPPM-08-2016-0166
- Yang, S., & Choi, S.O. (2009). "Employee empowerment and team performance, Autonomy, responsibility, information, and creativity". *Team Performance Management*, 2009, Vol. 15 No. 5/6, pp. 289-301. Emerald Group Publishing Limited
- Yavas, U., Karatepe, O. M., & Babakus, E. (2010). Relative Efficacy of Organizational Support and Personality Traits in Predicting Service Recovery and Job Performances: A study of frontline employees in Turkey. *Tourism Review*, 65(3), 70-83.
- Yusoff, R. B. M., Imran, A., Qureshi, M. I., & Kazi, A. G. (2016). Investigating the relationship of employee empowerment and sustainable manufacturing performance. *International Review of Management and Marketing*.
- Zeb, A., Akbar, F., Hussain, K., Safi, A., Rabnawaz, M., & Zeb, F. (2021). The competing value framework model of organizational culture, innovation and performance. *Business process management journal*, 27(2), 658-683.
- Zeglat, D., Aljaber, M., & Alrawabdeh, W. (2014). Understating the impact of employee empowerment on customer-oriented behavior. *Journal of Business Studies Quarterly*, 6(1), 55.
- Zehir, C., Can, E., & Karaboga, T. (2015). Linking entrepreneurial orientation to firm
- Hakimi, H., Kamalrudin, M., & Abdullah, R. S. (2023). Software Security Readiness Model For Remote Working In Malaysian Public Sectors: Conceptual Framework. *Journal Of Theoretical And Applied Information Technology*, 101(8).
- Suhaimin, K. N., Mahmood, W. H. W., Ebrahim, Z., Hakimi, H., & Aziz, S. (2023). Human Centric Approach in Smart Remanufacturing for End-Life-Vehicle (ELV)'s Stabilizer Bar. *Malaysian Journal on Composites Science and Manufacturing*, 12(1), 1-12.