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EDITORIAL

It is with great pleasure and excitement that we welcome you to the first issue of the third volume of the "International Journal of Theory of Organization and Practice" IJTOP published by GAFTIM. As we venture into the realm of organizational theories and practices, we embark on a journey of exploration and innovation, seeking to advance our understanding of the complexities and dynamics that shape modern organizations.

In this issue, we are thrilled to present a diverse array of thought-provoking and cutting-edge research articles that delve into various topics at the forefront of organizational theory and practice. Our contributors have delved into critical areas, addressing challenges and opportunities that organizations encounter in today's ever-evolving business landscape. One of the central themes in this issue revolves around "Capitalizing Lean and Agile Operations and Improving Service Quality." The featured studies shed light on the strategic implementation of lean and agile practices to enhance operational efficiency and achieve a higher level of service quality, thus elevating organizations' competitive edge.

Additionally, we explore the relationship between "Lean and Agile Operations" and "Cost Efficiency," presenting novel approaches to ensuring reliability and maximizing value while managing operational costs effectively. Moreover, the implications of team creativity and work stress on gaining competitive advantage are thoroughly examined, emphasizing the significance of nurturing an innovative and conducive organizational climate. Emphasizing the human aspect of organizations, we delve into the influence of "Emotional Intelligence on Sales Performance" and how promoting employees' creativity can mitigate job stress and boost overall job performance. Furthermore, this issue delves into the role of "Leadership in Driving Innovation and Organizations Performance" and the empowerment of employees, highlighting the importance of creating a dynamic and progressive work environment. In light of the growing concern for sustainability, we investigate the influence of "Travel Bloggers and Vloggers on Stimulating Sustainability" and the impact of "Outsourcing Strategy on Capacity Expansion Decisions." Additionally, knowledge management and its effect on smart organizations and the correlation between people-oriented organizational climates and employees' job satisfaction are also extensively explored. Throughout this volume, we aim to contribute to the advancement of organizational theory and practice by presenting diverse and insightful research that explores critical challenges and opportunities faced by organizations worldwide.

Int. J. TOP extend the heartfelt gratitude to all support from authors, reviewers, and editorial board members whose dedication and expertise have made this issue possible. As we

move forward, we encourage readers and researchers to engage with the thought-provoking content presented herein and to join us in our mission to unravel the complexities of organizational theory and practice.

Editor-in-Chief

Prof. Haitham M. Alzoubi



Capitalizing Lean and Agile Operations: An emphasis on improving Service Quality

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ABSTRACT

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Service quality is a critical factor in achieving customer satisfaction and loyalty. Lean and agile operations have emerged as two prominent approaches to improving service quality in various industries. This study explores the impact of lean and agile operations on service quality and presents key insights from prior research. This study discusses previous researches that demonstrate the positive impact of lean and agile operations on service quality. It highlights cases where organizations have successfully implemented lean or agile principles and achieved significant improvements in service quality metrics such as response time, error rates, and customer satisfaction scores. Furthermore, the study emphasizes the complementary nature of lean and agile operations considering the qualitative nature of the study. While lean operations focus on efficiency and waste reduction, agile operations address flexibility and adaptability. By integrating lean and agile approaches, organizations can achieve a balanced operational strategy that maximizes service quality and customer value.

1. INTRODUCTION

Organisations are increasingly adopting lean and agile operations to improve their service quality in today's quickly changing business environment. Lean operations put an emphasis on removing waste and improving processes to provide consumers with more value while using the fewest resources and costs possible (Stratton & Warburton, 2003). Organisations can improve the quality of their services by assuring timely and accurate delivery, lowering errors, and raising customer satisfaction by streamlining operations and removing non-value-added tasks. Agile operations, on the other hand, place a strong emphasis on flexibility, adaptability, and

responsiveness to shifting client needs (Leong et al., 2019). Organisations can swiftly respond to customer feedback, make improvements, and provide services that closely match customer expectations by embracing iterative and incremental techniques (Vorobeve Victoria, 2022). In the pursuit of delivering exceptional service quality, businesses are turning to lean and agile operations as powerful methodologies (Malifete et al., 2018). Lean operations aim to eliminate wasteful activities and optimize processes to provide greater value to customers while minimizing costs and resources (M. El Khatib et al., 2021; Wagner et al., 2017). By streamlining

operations, organizations can enhance service quality through efficient delivery, reduced errors, and increased customer satisfaction. Agile operations, on the other hand, prioritize flexibility, adaptability, and responsiveness to customer demands (Lyons & Ma’Aram, 2014). This approach allows businesses to quickly adjust and improve services based on customer feedback, ensuring that their offerings align closely with customer expectations (Rachid et al., 2017). The integration of lean and agile operations provides a holistic framework for continuously improving service quality, enabling organizations to stay competitive in a dynamic and customer-centric market (Christopher & Towill, 2001).

The study specifically attempts to analyse how the application of agile practises, such as flexibility and responsiveness, and lean principles, such as waste reduction and process optimisation, influence several dimensions of service quality. The study will look at how lean and agile operations affect things like the effectiveness of service delivery, the decrease of errors, customer satisfaction, and overall service performance. By conducting this study, we anticipate providing insightful

information about how lean and agile operations can improve service quality, enabling organisations to make wise decisions and implement tactics that will give them a competitive advantage in the marketplace.

2. LITERATURE REVIEW

2.1. Impact of Agile Operations on Service Quality

According to a research article about lean in service industry: a literature review presented by (M. T. Alshurideh et al., 2023; M. M. El Khatib & Ahmed, 2020) they say lean operation in service sector is the amalgamation of tools and practices which are if applied can become beneficial for companies in terms of huge profits and economic development and the authors used different approaches to study about the lean service practice like improvement of services, manufacturing, retailing approach, supply chain and market (M. T. Alshurideh, Alzoubi, El khatib, et al., 2022; M. Alzoubi et al., 2021). The authors also represented waste analysis of lean services in below table 1.

Table 1 : Types of wastes

Sl.no.	Type of wastes in service	Significances
1	Service Design waste	no response to customer needs and resulting unnecessary excess features
2	Service Item waste	flaws in service process
3	Service Ability waste	does not make full use of service capacity
4	Service Process waste	low efficiency work
5	Service Delay waste	phenomena that waiters or customers wait

This table clearly represents the wastes that occur in service industry and their importance as author also mentions the importance of lean operations in service sector because the manufacture who make product need to improve and sustain the services that directly affect customer satisfaction lean operational strategy means the fast introduction of service to customer with cost effective mechanism (A. I. Aljumah, Shahroor, et al., 2022; Amiri et al., 2020; Krishnamurthy & Yauch, 2007). There is strong relationship shown in this article about the lean operations and the service industry as authors have provide valuable insight as how much lean is

important in service sector as it helps in redefining the value (Kassem & Martinez, 2022), and the waste concept on the characteristics of service sector like imperishability, intangibility, lack of the ownership and inseparability (W. Ahmed & Huma, 2021; M. El Khatib, Hamidi, et al., 2022). Author has also identified important point in this research which is lean operation is not only applicable to manufacturing sector lean operational strategy can be implemented in service sector providing maximum customer satisfaction as the methodology author adopted in this paper is field study about the practicing of lean operations (A. H.

Al-Kassem et al., 2022; M. T. Nuseir et al., 2021). Another author has helped in better understanding of designing the lean process with improved service quality (M. T. Alshurideh, Alquqa, Alzoubi, Al Kurdi, & Alhamad, 2023; D. M. M. El Khatib, 2015). Authors have applied their study on the financial services and they say this is the “Age of customers” and they demand best product and service and organizations are doing their best to change the operational structures in order to meet the demands of customers and this article tells us that integration of lean design depends on two of the features one is the integrated lean design should be able to do the services should have some back office activities where the empty place of versatile employees can be filled (Almasaeid et al., 2022; H. Alzoubi et al., 2022). However, this study is applied on the financial services that include banking sector as well the empty place in back office can be filled whenever there are no customer in front desk in banks but some back office activities are very hard to be performed where there is integrated services like highly specialized experience and equipment (Nadzri et al., 2023; M. T. Nuseir et al., 2023).

Authors say integrated lean design also requires short switching time as well as smooth switching innovations in design of workplace and employees technology has decreased the switching time for example there is a community bank has opening of job of banking specialist that is combination of both teller and the platform employee. Now the banking specialist and their workspace has been redesigned in lean operation now the employees can easily switch themselves between the back office activities as well as they are also facing customers (M. T. Alshurideh, Alzoubi, Al Kurdi, et al., 2022; H. M. Alzoubi, Ghazal, et al., 2022; M. T. Nuseir & Aljumah, 2022).

With advancement in workplace environment and use of technology authors say that the integrated lean operation has better potential to satisfy the demanding customers more importantly it achieves high service levels with low cost (M. El Khatib, Alabdooli, et al., 2020; Sakkthivel et al., 2022; Tariq, Alshurideh, Akour, & Al-Hawary, 2022).

Moreover, philosophy behind lean practices and the application in the service sector presented by (Alshawabkeh et al., 2021; M. Alshurideh et al., 2023) authors say that lean operations or bringing

lean practices in an organization does not require specific tools (H. M. Alzoubi, Kurdi, et al., 2022; Hani Al-Kassem, 2021), methods or model but they are designed according to the situation when lean operations are applied in service industry it can bring big economic change as it enhances the services and minimizes the costs and saves time author says that lean philosophy was designed by a Japanese back in 50's and is now being widely used by organizations the use of lean practices is common in manufacturing industry but this phenomenon is now being applied to service quality as well which is new with some limited methods and approaches therefore author says there is still need of some strategies and technologies for the use in service sector as service quality and service sector accounts half of the gross domestic product (Lee et al., 2023; Louzi, Alzoubi, El Khatib, et al., 2022).

Author says that lean service is the standardizable of the system of the services in operations made only by the activities that are generating value for the customers in order to meet the expectations of customers regarding price and quality (A. H. Al-Kassem, 2017; Aldhaheri et al., 2023).

(M. T. Alshurideh, Alzoubi, Ghazal, et al., 2022) observed a strong relationship between the lean operations with the service sector as customer comes first and the employees who are delivering the service as in service sector manpower is the most important factor in cost of the doing of job as service quality in service are strongly depends on the human factor and the applications of lean operational strategy (M. T. Alshurideh, Alquqa, Alzoubi, Al Kurdi, & Hamadneh, 2023; M. M. El El Khatib & Opulencia, 2015; M. T. Nuseir, 2021). In lean initiative according to author any supplier or customer can be targeted different authors have designed different models for lean operations practices the services sectors providing services and the ones who have applied lean principles include health sector, finance sector that includes banks and financial institutions (G. Ahmed et al., 2022).

2.2. Impact of Lean Operations on Service Quality

The majority of the management people agrees that agility has been looked over, and the organizations are trying their best to implement it (Bawaneh et al., 2023). Initially built on the value or better known as an agile manifesto, there has

been a lot of evolution in the method. With the development of the IT world, there has been a huge improvement in the quality of services provided by the companies (A. I. Aljumah, Nuseir, et al., 2022a; M. T. Alshurideh, Obeidat, et al., 2022; Louzi, Alzoubi, Alshurideh, et al., 2022).

The principle of the agile operation is used in maintaining the software system, and it is much different from that of a traditional environment (H. Al-Kassem, 2014; Blooshi et al., 2023). With the change in technology, there has been a vast change in the principles and value methods of Agile that helps in increasing the quality of service (A. Aljumah et al., 2020; Gulseven & Ahmed, 2022; Tariq, Alshurideh, Akour, Al-Hawary, et al., 2022). The relationship is that the more focused on the agile principles, the higher will be the quality of service (A. Al-Kassem et al., 2013; M. Alshurideh et al., 2022; M. El Khatib, Alzoubi, et al., 2022). The value follows that exhaustive documents less than operational software. Focusing more on the collaboration with the customers as well as making and implementing more changes than planning out (I. A. Akour et al., 2022; M. T. Nuseir & Aljumah, 2020).

With deep analysis, organizations are required to focus more on the satisfaction of the customers, and the business should adopt necessary changes that will increase the quality of services (E. Khatib et al., 2021; Mat Som & Kassem, 2013). There is a need to adjust the behavior of the team and also maintain the highest standards of technical quality (H. M. Alzoubi et al., 2019). Favoring the oral is much important; therefore, it is required to conduct meetings and direct contact with the workers (Khan et al., 2022). Motivation plays an important role if the workers become motivated, then automatically the quality of services is bound to increase (I. Akour et al., 2021). Implementing agile operation is not an easy task as team cooperation is very important, which will upgrade the quality of services (Al-Kassem et al., 2012).

The framework of agile operation aims at modernizing the IT Services Management and values the business-driven way (H. Alzoubi et al., 2020; M. El Khatib, Nakand, et al., 2020). There has been an increase in the amount of agile servicemen management in the industrial sector as quality plays an important role for the customers (H. M. Alzoubi, Sahawneh, et al., 2022; M. T. Nuseir, 2020).

Agile emphasizes the core value of the IT services and is likely to embrace and instil in their culture. There is no suggestion that the efforts of investments have already made servicemen management simple (M. T. Alshurideh et al., 2023). Agile operation recommends doing all kinds of activities to make the item look amazing (Aziz et al., 2023).

In the process of implementing agile operation (Alhamad et al., 2021), it is important to step back and assess where the problems are coming from and help is providing possibility in fixing the errors (E. Khatib et al., 2022). The agile operation also helps in going a step back and understanding the defects in the service. Agile soft benchmark is required to be used by the service management in the process of determining if the programs are rewarding the correct behaviour, achievement and initiative (I. Akour et al., 2023). It is considered to be a matter of semantics, and its value position lies (A. Al-Marroof et al., 2021; Gaytan et al., 2023).

Moreover, the line id provided that will enable the customers to get their services quickly, innovatively and responsively (A. I. Aljumah et al., 2021b; M. M. El Khatib & Ahmed, 2018). Agile is recognized to be the first to value a service management objective. The gap between the Agile service and management is required to be at par to expand the IT vocabulary with the process of introduction of new technology in the field of multiple disciplines (R. S. Al-Marroof, Alnazzawi, et al., 2021). Agile supports the service quality by defining dignity, which defines that every customer service agility usually stands for the fast response as well as being at the top of answering the quarries to the customers (Ghazal, Hasan, Ahmad, et al., 2023). It mainly defines what matters the most in the field and therefore reminds the end goal regularly (H. M. Alzoubi et al., 2020).

Business organizations are required to determine the different aspects of their operation such as sales, marketing as well as defining the need in becoming more agile (Blooshi et al., 2023). Articulating the business strategies of the organization is considered to be more important (M. Nuseir & Elrefae, 2022; Yasir et al., 2022). Therefore, examining their relationship between the IT and the business and assessing the different impact of the digital transformation in the functioning on non-IT (R. S. Al-Marroof, Alhumaid, et al., 2021; H. M. Alzoubi, Alshurideh, et al., 2022).

It is important for every company to develop a clear and measurable goal which the entire organization is required for the organization to improve the quality of service provided by the company (A. I. Aljumah, Nuseir, et al., 2022b). Milestone stones are bound to vary as the decision is towards better, cheaper, faster and happier (Arshad et al., 2023). The main priority of a company is to satisfy its customers; therefore, it is required to implement all kinds of strategies that will foster customer satisfaction (I. Akour et al., 2022; Varma et al., 2023). This will create a positive impression on the company's offerings.

The company is required to take the feedback of the customers, which will create a good impression and will move towards winning proofs of concept (A. I. Aljumah et al., 2021a; H. Alzoubi & Ahmed, 2019). The development of a clear strategy guides the actions of the company. Therefore, it delivers quality products to its customers. The technological infrastructure helps in the process of agile work (R. S. Al-Marroof, Alahbabi, et al., 2022; M. El Khatib, 2022; Mubeen et al., 2022).

2.3. Relationship of lean and Agile Operations with Service Quality

The relationship between lean and agile operations and service quality is significant and intertwined. Both lean and agile methodologies aim to improve operational efficiency, customer satisfaction, and overall service quality through different approaches (Abudaqa et al., 2022; Ghazal, Al-Dmour, et al., 2023).

Lean operations focus on streamlining processes, reducing waste, and eliminating non-value-added activities (M. T. Nuseir, Aljumah, & El-Refae, 2022). By adopting lean principles such as just-in-time production, continuous improvement, and standardized work, organizations can enhance their service delivery processes (R. S. Al-Marroof, Alnazzawi, et al., 2022). Further, lean operations enable better resource utilization, minimize errors, and ensure timely and consistent service provision, leading to improved service quality (H. M. Alzoubi, Ahmed, et al., 2022).

Agile operations, on the other hand, emphasize flexibility, responsiveness, and adaptability to changing customer demands and market conditions (M. T. Nuseir et al., 2020). Agile methodologies, commonly used in software development and project management, encourage

iterative and incremental work (Farrukh et al., 2023), cross-functional collaboration, and customer feedback. By embracing agility, organizations can quickly respond to customer needs, customize services, and deliver value in a fast-paced and dynamic environment (A. I. Aljumah, Nuseir, et al., 2022c; Kurdi, Alshurideh, et al., 2022). This responsiveness and customer-centric approach directly contribute to higher service quality (Ghazal, Hasan, Abdullah, et al., 2023).

When lean and agile principles are combined, organizations can achieve a balance between efficiency and flexibility, leading to optimal service quality (Al-Awamleh et al., 2022). The integration of lean and agile practices enables organizations to eliminate waste and non-value-added activities while remaining nimble and responsive to customer requirements (H. M. Alzoubi, In'airat, et al., 2022). This integrated approach allows for rapid process improvement, reduced lead times, increased productivity, and enhanced customer satisfaction (M. M. El Khatib & Ahmed, 2019; M. T. Nuseir, Aljumah, & El Refae, 2022b).

Moreover, both lean and agile operations share common underlying principles such as employee empowerment, continuous learning, and a focus on customer value. These principles contribute to a culture of service excellence, where employees are engaged, motivated, and empowered to deliver high-quality services to customers (G. Ahmed & Nabeel Al Amiri, 2022; Kurdi, Alzoubi, et al., 2022). It is important to note that the application of lean and agile methodologies in service organizations may vary depending on the nature of the services provided (M. M. El Khatib et al., 2019). While lean principles are often associated with manufacturing and production processes, they can be adapted to service contexts by emphasizing process efficiency, waste reduction, and standardized service delivery (A. Aljumah et al., 2023). Agile principles, on the other hand, are highly relevant in service industries characterized by rapidly changing customer demands, such as software development, marketing, and consulting (Abudaqa et al., 2021; I. Akour et al., 2022; Ghazal, Hasan, Alzoubi, et al., 2023).

However, the relationship between lean and agile operations and service quality is symbiotic (M. El Khatib et al., 2021). By combining lean and agile principles, organizations can optimize their

operations, improve customer satisfaction, and deliver high-quality services that align with customer needs and market dynamics (Aityassine et al., 2022; M. T. Nuseir, Aljumah, & El Refae, 2022a). The integration of these methodologies allows organizations to achieve operational excellence while remaining agile and responsive in an ever-evolving service environment.

2.3. Research Framework

Figure 1: Research Framework

3. METHODS

The study was conducted using a systematic methodology in accordance with several prior contributions. In order to fill in the gaps found during the systematic literature review, the results of this study were developed. Country-specific primary and secondary databases. During the search process, papers were included in papers while others were excluded. The search criteria were related to the keywords (Lean and Agile Operations). The inclusion criteria limited the research to a handful since their titles and reference keywords matched the popular search terms. The authors chose studies from reputable publishers and peer-reviewed journals with high impact factors.

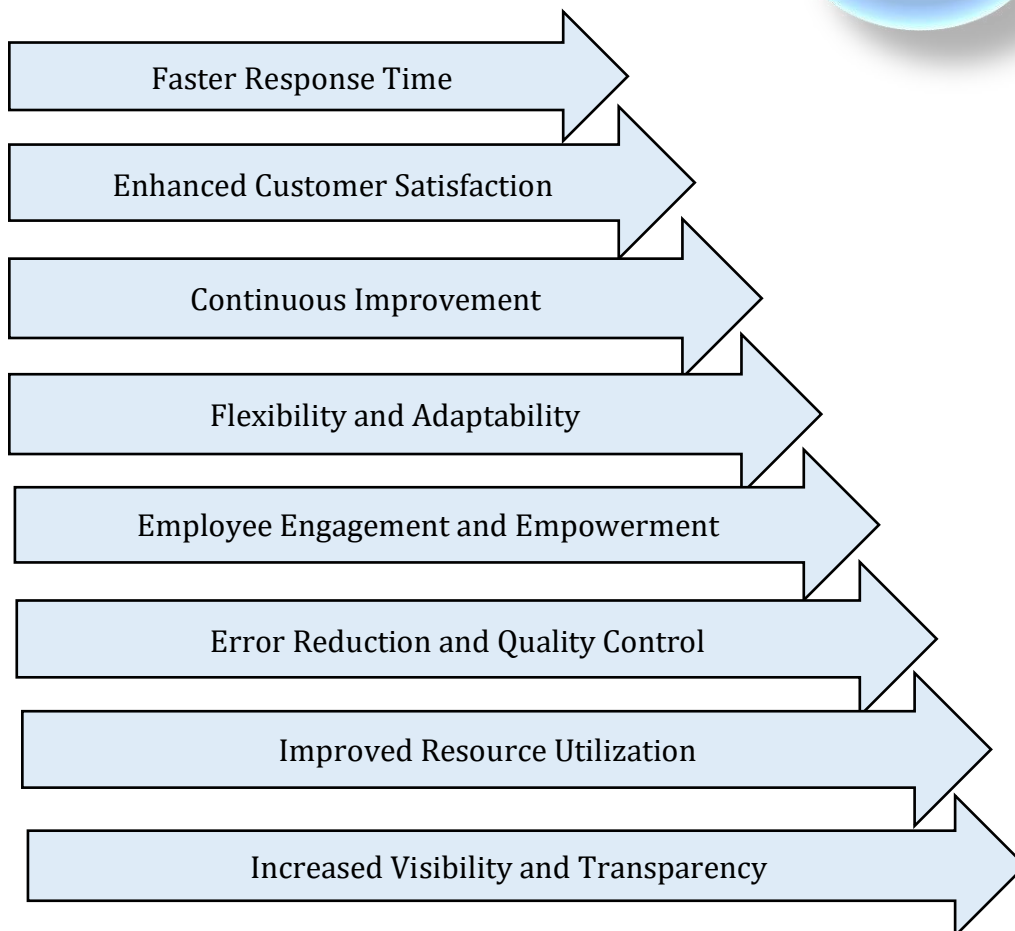


Figure 2

4. FINDINGS AND DISCUSSION

This study presents a conceptual and theoretical insights evidencing the Lean operations have increased the effectiveness of service delivery. Organisations were able to shorten lead times, boost productivity, and improve overall operational performance by removing waste, streamlining procedures, and allocating resources optimally. This led to quicker and more dependable service delivery, which in turn enhanced service quality. In order to reduce errors and faults in service processes, lean operations were essential. It has noticed the organisations saw a large drop in service errors after adopting standardised procedures, error-proofing methods, and continuous improvement practises. This improved total service performance by raising service quality while lowering rework and customer unhappiness. However, Customer satisfaction levels were significantly boosted by agile operations, which are known for their flexibility and customer-centric mindset. Organisations were able to more successfully adjust their services to suit customer expectations by actively incorporating customer feedback and responding quickly to changing customer needs. Higher customer satisfaction scores and increased customer loyalty were the outcomes of this.

Further more, the study emphasized the Lean and Agile operations can have several positive effects on service quality. Here are some key ways in which these methodologies can improve service quality:

Faster response times: Lean and Agile operations emphasize speed and efficiency in delivering services. By eliminating waste and streamlining processes, organizations can respond to customer needs more quickly, reducing waiting times and improving overall service responsiveness.

Enhanced customer satisfaction: The main focus of lean and agile operations on understanding customer requirements and delivering value accordingly. This customer-centric approach leads to better alignment between service offerings and customer expectations, resulting in higher levels of customer satisfaction.

Continuous improvement: Both Lean and Agile advocate for continuous improvement as a core principle. Through regular evaluation, feedback loops, and iteration, organizations can identify areas for improvement and implement changes to enhance service quality. This iterative approach allows for ongoing refinement and optimization of service delivery processes.

Flexibility and adaptability: Agile operations prioritize adaptability to changing customer demands and market conditions. By being able to quickly adjust and realign resources, organizations can meet evolving customer needs more effectively, thereby improving service quality.

Employee engagement and empowerment: It also encourages employee involvement and empowerment. By involving employees in decision-making processes and providing them with the tools and authority to make improvements, organizations can tap into their expertise and creativity, resulting in higher service quality levels.

Error reduction and quality control: Lean methodologies aim to eliminate waste and errors from processes. By implementing standardized work procedures and error-proofing techniques, organizations can reduce the likelihood of errors and defects in service delivery, leading to higher service quality standards.

Improved resource utilization: Lean operations emphasize efficient resource utilization by eliminating non-value-added activities and optimizing resource allocation. This optimization allows organizations to allocate their resources more effectively, ensuring that the right resources are available at the right time to deliver high-quality services.

Increased visibility and transparency: Lean and Agile methodologies promote transparency and visibility across the organization. This transparency enables better tracking and monitoring of service delivery processes, making it easier to identify bottlenecks or areas of

improvement. By having a clear view of operations, lean and agile operations have a beneficial effect on service quality, according to research findings, but there are some essential limitations and restrictions :

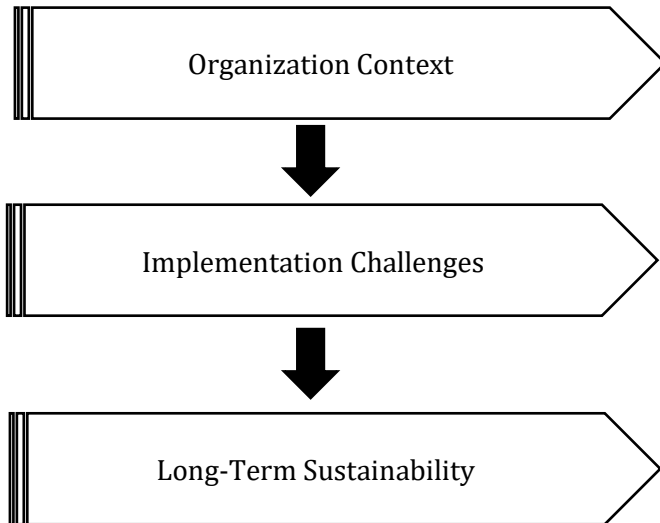


Figure 3

- **Organizational Context:** The effectiveness of lean and agile operations may vary depending on the specific organizational context and industry. Factors such as organizational size, structure, culture, and customer base can influence the extent to which these operations impact service quality. Therefore, it is crucial to consider these contextual factors when interpreting the research findings.
- **Implementation Challenges:** Implementing lean and agile operations can be complex and challenging. Organizations may face resistance to change, resource constraints, and difficulties in aligning processes and systems. These implementation challenges can potentially hinder the full realization of the benefits and impact on service quality. Future research should delve deeper into the factors that influence successful implementation and explore strategies to overcome implementation barriers.
- **Long-Term Sustainability:** While lean and agile operations have demonstrated positive impacts on service quality, it is essential to assess their long-term sustainability. The continuous

improvement efforts associated with lean operations and the adaptability inherent in agile operations need to be sustained over time to maintain the desired level of service quality. Future research should investigate the factors that contribute to the sustainability of lean and agile operations and their long-term impact on service quality.

5. CONCLUSION

The outcomes of this study show that adopting agile practices like flexibility and responsiveness as well as lean concepts like waste elimination and process optimization greatly improves service quality. Organizations can increase the effectiveness of service delivery by reducing wasteful activities and streamlining procedures through the use of lean operations. As a result, services are delivered more quickly and consistently, ultimately raising service quality. By implementing standard operating procedures and continuous improvement techniques, lean operations also aid in the reduction of errors and the improvement of quality. This results in fewer errors, reduced rework, and higher overall service performance.

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Rationalizing the Lean and Agile Operations to Improve Cost Efficiency: An Approach to Reliability

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ABSTRACT

The combination of lean and agile approaches offers a powerful strategy for organizations seeking to improve cost efficiency and reliability simultaneously. Lean operations provide a solid foundation by optimizing processes and reducing waste, enabling cost savings. Agile methodologies build upon this foundation by enabling organizations to adapt quickly to market changes and customer preferences, ensuring high reliability through continuous feedback and course corrections. In order to explore comprehensively, this study was aimed to investigate the lean and agile operations impact on improving cost efficiency and assessing the reliability in manufacturing industry. Further, this study looked at and analysed the most recent research on using lean and agile supply chains to identify and address various outcomes to be utilized to improve cost efficiency.

1. INTRODUCTION

In today's rapidly evolving business landscape, organizations face the dual challenges of maximizing cost efficiency while maintaining high levels of reliability. This study explores the transformative effects of lean and agile operations on achieving these objectives. Lean principles emphasize the elimination of waste and continuous improvement, while agile methodologies prioritize flexibility and adaptability (Krishnamurthy and Yauch, 2007). Both approaches offer unique strategies to optimize operations, enhance cost efficiency, and improve overall reliability.

Lean operations focus on streamlining processes by identifying and eliminating non-value-added activities, reducing unnecessary inventory, and optimizing resource utilization (Bergmiller and McCright, 2009). By minimizing waste and enhancing efficiency, lean practices can significantly reduce costs while maintaining or

improving product or service quality. This methodology emphasizes the importance of empowering employees at all levels to contribute to process improvements, fostering a culture of continuous learning and innovation (Rachid et al., 2017).

Moreover, lean operations help the business operations to be more efficient and improve the everyday operations of the businesses. Keeping in view the manufacturing industry, lean operations can be significant for the business as can improve the financial performance of an organization as well as improve the efficiency of those organizations (Farooq et al., 2017). Lean operations in the manufacturing organizations helps in the reduction of waste from the process of manufacturing in the manufacturing industry (Negi and Anand, 2014). Organizations can adopt to lean operations by following various practices i.e. TQM,

TPM, JIT, HRM, Low setup, Engaged employees and productive maintenance (Malifete et al., 2018). However, it has been discussed that in today's age, agility has become indispensable for the manufacturing industries. Supply chain reliability is conferred as the extent to which the supply chain exhibits consistent performance. The definition of agility of the supply chain lies in the potential possessed by the company to adapt to the company shifts by internal and external strategic shifts in relation to its clients and suppliers. Markets have become volatile and unpredictable (Yusuf et al., 2014).

The top priority of agile supply chain operations is to fulfill the needs and demands of the customer base by providing consistent delivery of valuable software (Stratton and Warburton, 2003). The manufacturing industry can enhance its strategic versatility by sensing and reacting by the agility of the supply chain and taking steps by altering practices and tactics. It is believed that steps to enhance strategic flexibility can be taken to influence. Agile operations reinforce communication, flexibility, functionality over time consuming business operations.

1.1. Objectives of the Study

A systematic review evaluates and pinpoints an area of interest using the most pertinent research questions that have been specifically established. The cornerstone of the systematic review process is the research questions as followed:

RQ1: How does the implementation of lean and agile operations contribute to cost reduction and improved manufacturing reliability?

RQ2: What are the specific strategies and tools employed in agile operations that lead to enhanced cost efficiency and manufacturing reliability?

RQ3: What are the critical success factors for effectively integrating lean and agile operations to achieve improved cost efficiency and manufacturing reliability?

2. LITERATURE REVIEW

2.1. Relationship between Agile Supply Chain and Reliability

Agile refers to the ability to produce and respond change with the aim to achieve success in a turbulent environment. Agile operations can be

defined as the application of agile principles in a growing business (M. Alzoubi et al., 2021). In other words, agile operations are a broad term that is referred to as the application of agile techniques in the operations and development of the organization (Gaytan et al., 2023; M. El Khatib et al., 2022b). It can be referred to as the readiness to adopt change (Aljumah et al., 2023).

There are two primary components of supply chain agility, according to the investigator, i.e., Sensing and answering. Sensing's power is related to the capacity of an individual company to define the environmental shift (M. El Khatib et al., 2022a). Agility empowers the capacity to respond to the changes (AlDhaheri et al., 2023). It enables the power to the company to effectively withstand the changes in the market with effective strategies and regulation (Muhammad Turki Alshurideh et al., 2022c; H. Alzoubi et al., 2022).

Agility enforces cooperation in order to provide the organization with a competitive advantage. Agile operations are customer-focused (Ahmad Ibrahim Aljumah et al., 2022a; T M Ghazal et al., 2023a; Gulseven and Ahmed, 2022). Whereas, agile supply chain operations encompass market sensitivity, networking, virtuality, and process integration (Mubeen et al., 2022). The sensitivity is the capability to analyze the ultimate needs of the customer (Alzoubi, H MALhamad et al., 2021; El Khatib et al., 2021). The networking of an agile supply chain is the capability to form a network alliance and carry forward manufacturing operations so that dynamic and volatile customer demand can be addressed (Abudaqa et al., 2022; Mohammed T. Nuseir et al., 2022).

The virtuality refers to effectively seek demand for improved customer satisfaction (M. T. Alshurideh et al., 2023b). Supreme integration is necessary for internal operating procedures (H. M. Alzoubi et al., 2022b). The main focus of an agile supply chain is to develop strengths to withstand changes and adhere to emerging opportunities (Farrukh et al., 2023; Yasir et al., 2022). The body of the agile supply chain consists of strategic, logistic, marketing, production, collaboration, supply and demand, and information technology.

2.2. Concept of Reliability

Supply chain reliability can be described from two perspectives. The qualitative perspective of supply chain reliability explained the term as smooth

operations of the supply chain when the partial failure occurs (Ahmed and Nabeel Al Amiri, 2022; Khatib et al., 2016). The quantitative perspective of supply chain reliability can be illustrated as the possibility to allow the maximum flow from the beginning to the end node. According to (A I Aljumah et al., 2022a; B. Kurdi et al., 2022), reliability is the removal of the number of defective products from the system during manufacturing process (M. T. Alshurideh et al., 2023c). Reliability is a crucial factor in SCM operations because reliability induces cost reduction and high productivity (T M Ghazal et al., 2023b; M. El Khatib et al., 2021; Sakkthivel et al., 2022; Tariq et al., 2022a). The notion of reliability enforces the delivery of the products with the right quality and quantity and on time. Reliability in supply chains also reduces the probability of major breakdown (M. T. Alshurideh et al., 2023d).

2.3. Relationship between Lean Operations and Reliability to improve Cost Efficiency

Agile supply chain (ASC) is designed to fit in the rapidly changing market situations. It has been widely observed that agile SCM operations have a direct association with reliability. According to (Tariq et al., 2022b), an agile supply chain (ASC) is aimed at fulfilling customer's needs (Ahmed et al., 2022; El Khatib et al., 2020a; T M Ghazal et al., 2023c).

It has been suggested that there is a positive relationship between agile supply chain ASC operations and reliability (Alshawabkeh et al., 2021). It has been observed that product reliability and quality are the two main factors that define customer satisfaction (Akour et al., 2021). It is believed that the reliability and maintainability of the manufacturing process yield to the development of cost-efficient products (M. T. Alshurideh et al., 2023a). It has been discussed that customer-oriented supply chains focus on response time reliability and lead time reliability as it is directly related to the customer's loyalty and business operations (Abudaqa et al., 2021; Nuseir and Aljumah, 2020).

In the view of (Al-Marroof et al., 2022b; El Khatib and Ahmed, 2019), the reliability provides a guaranty of efficient and secure movement of commodities and products.

It has been highlighted by (Varma et al., 2023) that the agile supply chain is suitable for the

manufacturing industries that face considerable demand uncertainty and agility makes it possible to create a flexible plan (Mohammed T. Nuseir et al., 2022). It has been emphasized that measuring the reliability of a supply chain is a crucial element in the development of resilient chains (Muhammad Turki Alshurideh et al., 2022a). Several studies have shown that the reliability attribute of the supply chain is one of the most preeminent factors for measuring and evaluating the performance of agile supply chains (Aljumah et al., 2020; Amiri et al., 2020; Arshad et al., 2023). The findings of the studies revealed that the existence of faults in loading, unloading, or payment documentation and the presence of defects caused a decrease in the reliability of the supply chain (R. S. Al-Marroof et al., 2021a).

Many researchers have suggested that reliable delivery, flexibility, and high-quality products are significant elements for the manufacturing industries (El Khatib and Ahmed, 2020). It has been stated that supply chain networks are subjected to vulnerability in which the reliability manages the operations (Al-Kassem et al., 2012; A I Aljumah et al., 2022b; Lee et al., 2023). Moreover, the implementation of supply chain agility in the manufacturing organization provides proactiveness as it maintains the quality of the products which reduces the defects from the system (A. Al-Marroof et al., 2021; Blooshi et al., 2023).

The reliability of the supply partner is crucial in agile supply chains as it raises vulnerability in the supply chain (H. M. Alzoubi et al., 2022e). The disruption in the whole network is caused by the failure of the supply partner in meeting its high responsiveness and flexibility needs (Aljumah et al., 2021a; H. M. Alzoubi et al., 2022a; Mat Som and Kassem, 2013). These unwanted disruptions can pose severe damage to the agile supply chain (El Khatib and Opulencia, 2015). The decision-makers of the manufacturing companies are paying more attention to the supply chain structure and design while making strategies to undermine the potential threat and probability of disturbance in the agile chain and improvement of the reliability of the whole ASC (R. S. Al-Marroof et al., 2021b; Taher M. Ghazal et al., 2023).

Every manufacturing industry aims to achieve high flexibility and responsiveness which cannot be possible without ensuring reliability in the system

(Al-Kassem et al., 2013; Aljumah et al., 2021b; H. M. Alzoubi et al., 2020). Vulnerability and huge disruption in the whole network are caused as a result of the failure of the supply partner to meet its delivery schedule (M. Alshurideh et al., 2023). The decision-makers of the manufacturing industries decide whether they are willing to make an investment in scarce resources for the improvement of reliability of partners for eliminating the less reliable partners from the agile chain. (I. A. Akour et al., 2022; Al-Dmour et al., 2023; Nadzri et al., 2023) asserted that decision-making of production and buying coordination to balance real demand with current demand providing and independently minimizing their own risk of disruption (Al-Kassem, 2014; El Khatib et al., 2020b; Nuseir et al., 2021). Decisions on preparation and configuration are done by configuring the reliability of the ASC supply chain. Two simple incentive mechanisms were outlined for purchasers to enhance the reliability of their suppliers, namely a deal for quantities only and a subsidy (Al-Marroof et al., 2022b).

2.4. Impact of Agile supply chain operations on reliability

There is plenty of research on agile supply chain (ASC) and SC reliability found in the literature. Empirical studies signified the importance of reliability in the supply chain. Numerous studies have analyzed the impact of agile SC operations on reliability (Al-Marroof et al., 2022b; El Khatib et al., 2019). Researchers have used statistical approaches to configure the effect of the agile supply chain on reliability (Aziz et al., 2023; Mat Som and Kassem, 2013; M T Nuseir et al., 2022a). It has been observed that the frequent increase in agile operations has impacted the overall reliability of the project. Many researchers have suggested that the agile supply chain offers more advantages to the manufacturing industry as compared to a lean supply chain in terms of flexibility and adaptability (Nuseira and Aljumahb, 2020). Many multinational companies including Colgate-Palmolive and Johnson & Johnson have adopted agile SCM due to the variety of benefits it offers along with reliability (H. M. Alzoubi et al., 2022f; B. Al Kurdi et al., 2022a; Nuseir and Elrefae, 2022). Many researchers have emphasized that reliability plays a crucial role in the agile supply chain (ASC). (Al-Kassem, 2017; Alzoubi and Ahmed, 2019; M T

Nuseir et al., 2022b) argued that for the construction of a responsive and flexible agile supply chain (ASC), reliability is highly significant. Several studies have emphasized that the reliability of involved parties is vital to ensure a smooth flow of operations (H. M. Alzoubi et al., 2022c; Khan et al., 2022; Nuseir and Aljumah, 2022). The researcher further added that reliability provides manufacturers to gain customer satisfaction and competitive advantage in the volatile market (Al-Awamleh et al., 2022). (Hani Al-Kassem, 2021) conjectured that in order to make ASC reliable and responsive the way the partners involved should be considered (Nuseir et al., 2020). He further added that agility is the successful element of the operations in which reconfigurable resources are integrated and raise adequate practices in an environment full of knowledge to offer customer-oriented products in the rapidly evolving market. It has been enforced that the reliability of the agile supply chain (ASC) constructs can be analyzed through dynamic programming modeling (Almasaeid et al., 2022; Khatib et al., 2022). Researchers have proposed several approaches in order to construct reliable agile supply chains. (Bawaneh et al., 2023) categorized agile SC reliability into six categories supreme, ideal, satisfactory, inferior, unsettling, and vulnerable causing. (Ahmad Ibrahim Aljumah et al., 2022b; H. Alzoubi et al., 2020) conducted research on SC reliability with the application of network techniques to increase the reliability of a complex ASC system with the application of performance index to determine the quality level of the supply network. (B. Al Kurdi et al., 2022b) asserted that ASC and adaptability increase organizational performance (M. Alshurideh et al., 2022). The researcher suggested that the sharing of information and resources of agile SC enhances flexibility. The agile supply chain is accountable for quick reactions to demand variations (A I Aljumah et al., 2022a). The agile supply chain enables the power to attract competitive market opportunities by aligning knowledge, and relationships between the partners (Al-Marroof et al., 2022a; Muhammad Turki Alshurideh et al., 2022b; Nuseir, 2020). It has been emphasized that the ASC approach is developed to acquire the capability to quickly and cost-effectively respond to environmental turbulence and unpredictable changes that occur in the markets (Akour et al., 2023; Al-Kassem et al.,

2012; El Khatib, 2015; Louzi et al., 2022a). Nowadays manufacturing companies are showing great interest in the induction of reliability in the supply chains to enhance the overall performance of the company (A I Aljumah et al., 2022a; Rachid et al., 2017). It is becoming a part of corporate goals. Many companies are employing techniques such as reliable centered maintenance (RCM) in order to overlook logistics and supply chain systems (M T Alshurideh et al., 2022; El Khatib and Ahmed, 2018). It has been emphasized that reliability cannot be denied at any phase of the operation cycle (H. M. Alzoubi et al., 2022d). Reliable partner involvement, procurement of products, and equipment lead to top quartile performance (I. Akour et al., 2022; Alzoubi et al., 2019; Kassem and Martinez, 2022). Many researchers have suggested that companies should reconsider their supply chain and use information sharing between the units to acquire agile supply chains (E. Khatib et al., 2021; Louzi et al., 2022b; Nuseir, 2021). It has been suggested that manufacturing industries can achieve agility by investing in developing their abilities related to information technology to enable seamless communication and quick sharing of information across the supply chain (Aityassine et al., 2022).

3. METHODOLOGY

The literature on lean and agile operations in manufacturing industry research was thoroughly reviewed in this study. To begin with, a qualitative analysis was done to pinpoint the major theories. The overlapping themes and keywords were further validated using quantitative studies. Key developments in focus, methodology, and theories or frameworks were also reported in order to answer the raised questions for the proposed study. The results were addressed in the context of current advancements in the major lean and agile component bodies for future work. Additionally, this research offers a concise roadmap for future review studies that may look into multifaceted intervention in the broad stream.

3. EMPIRICAL ANALYSIS

The objective to explore and find the most recent strategies and practices, following research questions has justified in accordance with recent studies, literature, and articles.

RQ1: *How does the implementation of lean and agile operations contribute to cost reduction and improved manufacturing reliability?*

One of the main benefits of lean operations observed is the elimination of waste throughout the production process. By identifying and removing non-value-added activities, lean practices aim to streamline operations and optimize resource utilization. This can result in cost savings by reducing inventory, minimizing defects, and improving overall efficiency. Similarly, agile operations focus on flexibility and responsiveness, enabling companies to quickly adapt to changes in demand and market conditions. This can lead to improved manufacturing reliability by reducing lead times, enhancing product quality, and increasing customer satisfaction (Qi et al., 2017).

However, it is important to acknowledge that the implementation of lean and agile operations is not a one-size-fits-all solution. Organizations must carefully assess their specific needs, capabilities, and industry dynamics before embarking on such initiatives. Lean methodologies, for example, require significant investments in training, process redesign, and cultural change. These investments may take time to yield measurable results and can be challenging to implement across complex supply chains or in organizations with deeply ingrained traditional practices.

Moreover, it has argued that the pursuit of lean operations can sometimes lead to unintended consequences. For instance, a relentless focus on cost reduction may compromise product quality or innovation. Overemphasis on efficiency and waste elimination may hinder the ability to experiment and take calculated risks, stifling creativity and inhibiting long-term growth. Additionally, lean practices can be susceptible to disruptions in the supply chain, as a just-in-time approach leaves little room for error or delays (Qrunfleh and Tarafdar, 2013).

Furthermore, agile operations, while effective in dynamic environments, may not be suitable for all industries or product types. Certain sectors, such as heavy machinery or aerospace, require longer lead times and complex planning due to the nature of their products. Trying to apply agile methodologies in these contexts may result in increased risks, higher costs, and compromised safety.

RQ2: *What are the specific strategies and tools employed in agile operations that lead to enhanced cost efficiency and manufacturing reliability?*

One of the key strategies in agile operations is the concept of cross-functional teams. By bringing together individuals from different functional areas, such as engineering, production, and quality assurance, agile teams aim to foster collaboration and knowledge sharing. This can lead to improved decision-making, faster problem-solving, and reduced lead times. However, it is important to note that forming and maintaining effective cross-functional teams can be challenging. Differences in expertise, priorities, and communication styles can hinder seamless collaboration, potentially leading to delays or misunderstandings.

Another strategy employed in agile operations is the use of iterative and incremental development. By breaking down projects into smaller, manageable increments, agile methodologies enable faster feedback loops and shorter development cycles. This iterative approach allows for continuous improvement and course correction, reducing the risk of costly mistakes and rework. However, this strategy may not be suitable for all types of manufacturing processes. Certain industries or products may require longer lead times, extensive planning, and precise coordination, making it difficult to implement an iterative approach without compromising quality or customer requirements (Towill and Christopher, 2002).

Furthermore, it has asserted by (Stratton and Warburton, 2003) agile operations often utilize tools such as Kanban boards, Scrum boards, and visual management systems. These tools aim to provide transparency, facilitate communication, and enable effective task management. Kanban boards, for instance, help visualize work progress, identify bottlenecks, and promote a balanced workflow. While these tools can enhance coordination and efficiency, their effectiveness relies heavily on team buy-in and discipline. If teams fail to consistently update and maintain these tools, their benefits may diminish, and the system could become a mere formality rather than a catalyst for improvement.

Additionally, agile operations emphasize the importance of customer collaboration and responsiveness. By involving customers early in

the development process and seeking their feedback, companies can reduce the risk of developing products that do not meet market needs. However, this strategy may present challenges in certain industries with complex regulatory requirements or long development cycles. Balancing customer involvement with the need for compliance and thorough testing can be a delicate and resource-intensive task.

RQ3: *What are the critical success factors for effectively integrating lean and agile operations to achieve improved cost efficiency and manufacturing reliability?*

Effectively integrating lean and agile operations to achieve improved cost efficiency and manufacturing reliability requires careful consideration of critical success factors. While combining these methodologies can offer benefits, it is essential to critically discuss the key factors that contribute to successful integration and highlight potential challenges.

1. **Alignment of Goals and Strategies:** To integrate lean and agile operations successfully, it is crucial to align organizational goals and strategies. Both lean and agile approaches have distinct principles and objectives. Lean focuses on waste reduction, continuous improvement, and efficiency, while agile emphasizes flexibility, responsiveness, and customer collaboration. Achieving a harmonious balance between these goals is essential to avoid conflicting priorities and ensure effective integration.
2. **Organizational Culture:** The existing organizational culture plays a significant role in the successful integration of lean and agile operations. Lean and agile methodologies require a supportive culture that embraces change, promotes cross-functional collaboration, and empowers employees. Organizations with hierarchical structures or resistance to change may struggle to create an environment conducive to the integration of these approaches.
3. **Leadership Commitment and Support:** Leadership commitment and support are critical for driving the integration process. Leaders must champion the adoption of

lean and agile principles, provide resources for training and development, and actively promote the benefits of the integrated approach. Without leadership support, employees may not fully embrace the changes required for successful integration.

4. **Employee Engagement and Empowerment:** Engaging and empowering employees is vital for effective integration. Employees at all levels should be involved in the integration process, providing their insights and expertise. This participatory approach fosters a sense of ownership and commitment to the integrated system. However, empowering employees requires clear communication, training, and the establishment of a supportive work environment.
5. **Training and Skill Development:** Adequate training and skill development are crucial for employees to understand and implement the principles of lean and agile operations. Training programs should cover not only the technical aspects but also the underlying principles and mindset required for successful integration. Insufficient training can hinder the adoption of new practices and limit the potential benefits.
6. **Integration of Processes and Systems:** Integrating lean and agile operations requires aligning processes, systems, and metrics. Lean principles, such as value stream mapping and standard work, can help identify waste and improve efficiency. Agile practices, such as Scrum or Kanban, can enhance responsiveness and adaptability. However, integrating these practices and ensuring seamless coordination across departments and functions can be complex and challenging.
7. **Continuous Improvement and Learning:** The integration of lean and agile operations is an ongoing process that requires a culture of continuous improvement and learning. Regular evaluation and feedback loops are essential to identify areas for refinement and optimization. Organizations must encourage experimentation, embrace failure as a

learning opportunity, and continuously adapt their practices to changing market dynamics.

While the integration of lean and agile operations offers potential benefits, it is important to recognize that it may not be suitable for all organizations or industries. Factors such as product complexity, market demands, and regulatory requirements should be considered when evaluating the feasibility and potential impact of integrating lean and agile approaches.

4. CRITICAL DISCUSSION

The overall study findings suggest a significance level of study variables. The practices and solutions have been presented. Lean operations has an impact on the cost efficiency which further helps organizations to achieve organization goals and achievements by performing the business operations at low cost. There are various types of dependent variables of lean operations which determines the cost efficiency of an organization. Since in this research paper we have discussed the impact of lean operations on improving the cost efficiency in the manufacturing industry. Below mentioned are the variables that have an impact on the cost efficiency of an organization.

- **TPM:** TPM is abbreviated as total productivity maintenance which is a technique that helps organizations to fare well by reducing costs and setting up time. TPM also allows all the machines of an organization to be maintained well so that future mishaps and failures can be avoided. This will help the organization to carry out operations effectively and not cause any delay in the process of manufacturing.
- **Standard work:** This can ensure that the processes in the manufacturing industry are well performed and also enhances the effectiveness of human work in the production process. Standard work allows to develop work instructions so that there is a guideline of the operation processes to ensure consistent and timely work to be done. This also helps to decrease the errors that may be caused by humans at work.
- **RCA:** It is abbreviated as Root cause analysis which gives the businesses a problem solving method which is used by

the businesses to identify where the mishap or issue has raised from. In simpler words, it helps in identifying the root of cause and acts as a proactive tool which helps in improving the business processes and operations. This means that any issue raised in the processes and operations in manufacturing firms can be benefited by RCA as it detects and identifies the root cause and its proactive attribute allows to improve the business operations.

- Five S Housekeeping (5S): This variable helps in discarding any tools that are unnecessary and also helps in developing or adopting tools that are easily accessed and helps in the enhancement of the productivity of a business. It also helps in utilizing the resources efficiently and also helps in improving the productivity of an organization. Moreover, this also allows businesses to decrease the size of inventory or in simple words to discourage excessive inventory as it is an expense of an organization which helps in cutting down the cost.
- One piece flow: According to (Towill and Christopher, 2002) low progress in work, high reliability on schedule, short throughput times and high utilization can happen to be really significant for manufacturing firms and to manage that one piece flow is a tool which helps in the reducing the inventory. It helps in achieving the most of the above mentioned four objectives and helps to achieve a positive impact on the organization's cost efficiency.
- Visual management: This is the type of lean operation tool which helps in increasing the availability of information as well as transparency in the workplace. It is also a relatively economical tool which is not highly expensive and works well for an organization's cost efficiency. This lean operation tool also helps manufacturing industries to manage motion wastes, delay in delivery and process reduction effectively. It helps the manufacturing industry to utilize its resources better and efficiently.

The above information regarding the variables of

lean operations and their impact on the cost efficiency talks about to what extent are these lean operation tools/variables can impact an organization's cost efficiency in the manufacturing industry.

The findings show that there is a significant and direct impact of lean operations on the cost efficiency of an organization. TPM, Standard work, RCA, 5S Housekeeping and one piece flow are the lean operation tools which allows the businesses to operate efficiently and reduce its costs while maintaining its efficiency. All the variables and tools of lean operations has a different way to impact the cost efficiency. However, all the impacts from the lean operational tools are positive.

Although lean operations have a positive impact on the cost efficiency of an organization, it is important for organizations to use the lean operation tools effectively because if they aren't used efficiently, it may pose low efficiency or no efficiency. This means although the lean operations have a positive impact on cost efficiency, it is relatively important for organizations to use these operational tools to in the best way to reap out greater efficiency and profits. When lean operation tools are implemented into organizations effectively, there is higher possibility of enhancing the performance and cost efficiency of those organizations.

This study depicts that there is a positive impact of lean operation on the cost efficiency of an organization in the manufacturing industry when the lean operation tools are used wisely and effectively in order to maintain the manufacturing reliability. The better implementation of lean operations in an organization would allow the company to have a direct influence of success on the organization and will consequently show a positive impact on the cost efficiency of the organization. Along with the all of the above, all previous research proves as an evidence that lean operations help the cost efficiency of an organization to be better and improve with time.

4. CONCLUSION

In this study, a detailed study on the notion of agile supply chain operation and reliability has been presented. In the modern age, a greater reliance on the suppliers and partners has been observed. Therefore, it is necessary to maintain quality relationships at each ends to ensure a reliable

connection between the involved parties for an effective agile supply chain. Improvement of delivery reliability has become the aim of every manufacturing industry as it will enable the industries to reap several market benefits. The manufacturing industry is drastically evolving. It is indeed necessary that open options are kept in place to respond to the challenges of the market. This will help the manufacturing industry to be able to deliver superior results, managing risks of disruption, and improving their overall business output. It has been discussed that various manufacturing companies face volatile and unpredictable demands from the customer base and in this regard agility and reliable delivery can be a real aid. The current study opens areas for future research and the research will provide assistance to the pioneers of the field.

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Achieving Customer Retention: Emphasizing Strategic Operations on Quality Service and Maximizing Value

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ABSTRACT

In today's competitive business landscape, organizations recognize the importance of service quality, value maximization, and customer retention. Strategic operations play a vital role in achieving these goals. By aligning operational strategies with customer-centric objectives, organizations can enhance service quality and maximize customer value, thereby fostering strong customer relationships and increasing customer retention rates. For the purpose to investigate these concepts a qualitative study was conducted in order to explore the relationship of each construct defined in prior literature, journals, articles, books and academic publications. There are sufficient resources available to determine how strategic operations affect service quality, and by maximizing value, there is increased capacity for customer retention. Further, this study examines the impact of strategic operations on service quality and value maximization. It explores theoretical frameworks that shed light on how operational strategies influence service quality outcomes. The study emphasizes the significance of factors such as process design, technology adoption, quality management systems, employee training, and customer-centricity in improving service quality and creating value for customers.

1. INTRODUCTION

Organizations in a variety of industries are constantly struggling to draw in new clients and keep existing ones loyal in today's cutthroat business environment. High-quality service delivery and maximising client value have become increasingly important in this effort to find long-term success. In order to guarantee service quality and value maximisation (Yeung, 2008), which eventually results in higher customer retention

rates, strategic operations are crucial. Businesses can develop a long-lasting competitive edge and forge enduring relationships with their client base by successfully integrating their operational plans with customer-centric objectives (Hammoud et al., 2018).

The foundation of client retention and satisfaction is service quality. Customers are becoming increasingly demanding, expecting flawless

interactions, individualised care, and quick responses to their needs. Supply chain management, production procedures, service provision, and customer support are just a few of the operational processes that are integrated into a strategic operations approach. Organizations may streamline their processes, reduce errors, and consistently provide high-quality services that meet or exceed consumer expectations by strategically managing these activities (Alkitbi et al., 2020).

Businesses can maximise customer value through strategic operations, which goes beyond simply providing adequate services. Customer value includes all of the advantages and benefits that customers believe they receive for the price they pay. It entails comprehending and meeting the wants, tastes, and desires of the consumer in a way that exceeds their estimation of the worth of the service. Organizations may stand out from rivals and increase customer loyalty by integrating operational strategy with value creation for their customers (Nurova and Freze, 2021).

Additionally, customer retention has emerged as a crucial indicator for companies looking for long-term growth. In general, acquiring new clients is more expensive and time-consuming than keeping the ones you already have (Bhalerao and Sharma, 2017). By concentrating on providing constant service quality, boosting client value propositions, and cultivating long-term connections, strategic operations can play a key part in creating customer retention strategies. Organizations can modify their operational strategies to proactively satisfy those criteria by studying the demands, preferences, and behaviours of their customers (Kassem and Martinez, 2022).

This study focuses into how strategic operations affect customer retention by maximising value and providing high-quality services. It looks at several operational tactics and techniques that businesses can use to raise the calibre of their services, increase client value, and foster enduring client relationships. It also provides actual instances and case studies that show how strategic operations may be successfully implemented to increase client retention.

2. LITERATURE REVIEW

The impact of strategic operations on service quality is a topic that has received significant

attention in the literature. Scholars and researchers have explored various theoretical perspectives and frameworks to understand the relationship between strategic operations and service quality outcomes.

2.1. Strategic Operations relationship with Service Quality

Understanding how organizations match their operational activities with more general company aims and objectives is made possible by the concept of operations strategy. Designing, organising, and controlling operational processes to gain a competitive edge includes using operations strategy. Operations strategy directs businesses in creating and implementing procedures that improve service delivery, responsiveness, and dependability from the perspective of service quality.

2.1.1. Strategic Operations

Strategic operations play an important role in corporate methodology. Analysts recommend that the operations blueprint should be designed in such a way that not only its emphasis on the product output but also on the quality output (Muhammad Turki Alshurideh et al., 2022a). However, the main operational strategic decisions which include that decision regarding the product's design, quality management, location, capacity, etc. are required that their supervisors work in their full capacity and lead the managerial processes (Ahmad Ibrahim Aljumah et al., 2022a). As strategic decisions making should cumbersome and meet the requirements of the service that the organization wants to provide. These managers should make acknowledge and realize that all the decisions that they make will directly reflect the quality of service (Al-Kassem et al., 2022).

2.1.2. Service Quality

Quality services are providing the type of service that meets the expectations of the customers and the values of the organization. It is based on the true quality of the services and products that are provided by the company that increases the satisfaction level of the consumer (Bawaneh et al., 2023). It means adopting such practices that vastly increase the value of the customer (Almasaeid et al., 2022). The importance of strategic operations and the necessity of quality products makes it

crucial for the organization to make good strategic decisions (Mohammed T. Nuseir et al., 2022). Therefore, the concept of strategic management in providing quality service helps in building responsiveness that decreases the uncertainty methods of direct positive impact within the product and management of the quality (AlDhaheiri et al., 2023). It increases a higher level of customer satisfaction and organizational performance (Stephens, Liz. 2009).

Strategical operations overlook that process, procedure, and the way things will be done in an organization (H. M. Alzoubi et al., 2022c). As IT systems have taken over most of the work, these segments of the organization rarely interact with the customers (Akour et al., 2023). That's why organizations need to make sure that they much such strategies and policies that whenever their employees interact with the customers, they give the best quality service possible (Akour et al., 2022; A I Aljumah et al., 2022a; Hani Al-Kassem, 2021). For example, in a hotel, every room needs special cleaning and attention by the employee for the next customer. So, the Hotel management puts in place a list of things to do and check before handing the room over to the customer, such lists and techniques are designed by strategical operations (Gulseven and Ahmed, 2022; M. El Khatib et al., 2022b). These are the areas where the relationship between the strategical operations and the quality of service crossroads as it is the hotel's goal to utilize their resources and time as efficiently as possible (Louzi et al., 2022).

Through this process, there are several advantages such a giving excellent service keeping the response, and understanding the environmental changes in the business. This explains the association of the strategy in the services to give competitive behavior in the industry (Alshwabkeh et al., 2021; M. El Khatib et al., 2022a). It also proves the smart decisions taken resulting in improved product quality with products and services, cost management, and reduced processing (Abudaqa et al., 2022; H M Alzoubi et al., 2020). This explains the ties between strategic decisions and efficient quality and services is explained by (Khan et al., 2022). Also, this method proves the advancement in business activity through the method of various strategies by providing effective ideas to understand changing patterns in ideas and wants (Ahmed and

Nabeel Al Amiri, 2022; Nadzri et al., 2023). A differentiation method is effective for figuring out the most valuable practices and in making them better through satisfying consumers through efficiency in the performance of the business (M T Alshurideh et al., 2022). This technique is useful for keeping consumer satisfaction as a priority by using the best quality products (Nuseir and Aljumah, 2020).

To implement such strategies, various factors must be kept in mind such as tangibles, reliability, responsiveness, assurance, and empathy (El Khatib et al., 2021). This means that between making any decision or strategy it is important to see that the communication materials, its ability to perform its task, and the willingness to provide a good service and convey the trust to the consumer are present efficiently and effectively (Al-Kassem, 2017; H. M. Alzoubi et al., 2022g; Mohammed T. Nuseir et al., 2022). Many organizations adopt strategies that give them a competitive advantage in the market while shaping their future (M. Alshurideh et al., 2023).

This indicates that the manager's focus is to develop core competencies to provide a better-quality service by differentiating their goods and services and balancing their efficiency with responsiveness (Aityassine et al., 2022; El Khatib and Ahmed, 2020). This shows the relationship that strategical operations have with quality service (Aziz et al., 2023; Sakkthivel et al., 2022). Some of the methodologies used to study these strategies and make the service better could be the research approach as it is a systematic approach to solving any problem (H. M. Alzoubi et al., 2022e). It can also in detail analyze the issues, consequences, impacts of any decision, and combine quantitative and qualitative methods to make a case (Al-Dmour et al., 2023; Aljumah et al., 2020; Khatib and Oplencia, 2015).

The second methodology used could be data collection and questionnaire design while lastly a research population sampling can also be used by the organization before making any decisions (El Khatib, 2015). The success of the quality service depends on the core principles and the efficiency levels in the strategical operations. According to (Abudaqa et al., 2021; Al-Awamleh et al., 2022) organizations should use all sorts of operations improvement methods to gain not only a competitive advantage but also provide better

customer satisfaction.

2.2. Impact of Strategical Operations on Quality Service

The impact of strategical operations on the quality of service relies on the business performance the types of decisions made in the operations decision-making process (H. M. Alzoubi et al., 2022f). When the strategical operations are efficient and effective, the quality service excels and is excellent according to (Aljumah et al., 2022b; Muhammad Alshurideh et al., 2022; Mubeen et al., 2022). It improves customer satisfaction hence increasing the brand image and the sales of the organization which in return increases the revenue of the company (Al-Kassem, 2014; Lee et al., 2023). It also provides the customers with flexibility, dependability, and accessibility of reliable goods and services and makes the customer feel that he has got goods and services worth his money (Amiri et al., 2020; El Khatib et al., 2019). It also helps the company to conduct more R&D and develop better services and products for the customers (Gaytan et al., 2023; Taher M. Ghazal et al., 2023). Once the customer is completely satisfied and trusts the company. The company can easily introduce more products and sell it to the customers with more confidence thus creating leverage for more experimenting new products (Aljumah et al., 2021a; Khatib et al., 2022). For example, before introducing the iPhone. Apple introduced its iPod and made the right strategical decisions and made sure their customers were satisfied and trusted the company (M Alshurideh et al., 2022; Nuseir, 2021). Then, seeing that the customers were happy with Apple, they introduced the first-ever smartphone, the iPhone (Al-Marroof et al., 2022a; Khatib et al., 2016). This is a perfect example of the impact of strategic operations on quality service (Yasir et al., 2022). Other than that, when quality service is provided to the customers, they tend to spend more time shopping at the store and spend more money (H. M. Alzoubi et al., 2022a; Blooshi et al., 2023).

According to (Akour et al., 2022; Aljumah et al., 2021b; M. T. Alshurideh et al., 2023a), quality service distinguishes a company's products from its competitors and when a customer is satisfied, he will tell everyone about the company, therefore, increasing the customer base. According to (Arshad et al., 2023; El Khatib and Ahmed, 2019)

data, 60% of customers forgive and overlook the mistakes made by the company. As quality service needs planning, it is the strategical operations that look over this and continuously improves it and make changes (Aljumah et al., 2023; H. M. Alzoubi et al., 2022d).

2.3. Relationship of Strategic Operation on Value Maximizing and Customer Retention

According to (Al-Kassem et al., 2013; R. S. Al-Marroof et al., 2021b), the goal of strategic operations is to improve productivity and efficiency across a range of operational procedures. Organizations can save money by optimising workflows, removing bottlenecks, and cutting waste (Haitham M. Alzoubi et al., 2020; Kurdi et al., 2022; Nuseir et al., 2021). These savings can then be passed on to customers in the form of cheaper prices or better value offers (Mat Som and Kassem, 2013). Operational efficiency aids businesses in maximising resource allocation and achieving economies of scale, increasing value for both the business and its clients.

As Highlighted by (A. Al-Marroof et al., 2021; T M Ghazal et al., 2023a), strategic operations are essential for raising the quality of goods and services, which raises customer value (M T Nuseir et al., 2022a). Using quality management methods like Total Quality Management (TQM) or Six Sigma, businesses can methodically find and get rid of flaws, lower variability, and improve the general quality of their goods or services (H. M. Alzoubi et al., 2022b). In addition to raising consumer satisfaction, higher quality enables businesses to command premium rates and set themselves out in the marketplace, maximising value (Varma et al., 2023).

(Al-Marroof et al., 2022b; M T Nuseir et al., 2022b) demonstrated how strategic operations contribute to value creation by enhancing operational effectiveness. Effective operations boost productivity and cut costs through reducing costs, allocating resources optimally, and streamlining procedures (H. Alzoubi et al., 2022; Alzoubi and Ahmed, 2019; El Khatib and Ahmed, 2018). Organizations can maximise value by passing on these advantages to customers in the form of competitive price, improved product features, or higher-quality services (Alzoubi, H M Alhamad et al., 2021).

Strategic operations are closely tied to quality

improvement initiatives, which contribute to value maximization (M. Alzoubi et al., 2021; Nuseir and Elrefae, 2022). Studies emphasize that operational excellence, driven by quality management practices, enhances product or service quality, leading to higher customer satisfaction and perceived value (Al-Kassem et al., 2012; M. T. Alshurideh et al., 2023d; E. Khatib et al., 2021). By investing in quality improvement programs such as Total Quality Management (TQM) or Six Sigma, organizations can reduce defects, enhance reliability, and differentiate themselves in the market, ultimately maximizing value for customers (R. S. Al-Marouf et al., 2021a). The literature emphasizes the connection between strategic operations and value generating innovation (T M Ghazal et al., 2023c). Organizations that place a high priority on strategic operations encourage innovation, which enables them to create distinctive value offers (Nuseir et al., 2020). Organizations can launch new products, services, or features that address new customer demands, set themselves apart from the competition, and increase market value by integrating innovation into their operational processes (Muhammad Turki Alshurideh et al., 2022b; Haitham Alzoubi et al., 2020; Nuseir, 2020).

Strategic operations encompass effective supply chain management, which significantly impacts value maximization (Akour et al., 2021; El Khatib et al., 2020b). Prior studies demonstrate that organizations can create value by managing their supply chains efficiently (M. T. Alshurideh et al., 2023b). By optimizing sourcing, production, and distribution processes, organizations can reduce lead times, improve responsiveness, and minimize costs (Ahmad Ibrahim Aljumah et al., 2022b; M. El Khatib et al., 2021; Tariq et al., 2022b). Effective supply chain management enables organizations to deliver products or services to customers in a timely and cost-effective manner, enhancing overall value (T M Ghazal et al., 2023b). (M. T. Alshurideh et al., 2023c; Alzoubi et al., 2019) illustrates the strong relationship between strategic operations and value maximization. Through operational effectiveness, quality enhancement, innovation, supply chain management, and customer relationship management, strategic operations help to maximize value (El Khatib et al., 2020a; Farrukh et al., 2023; Tariq et al., 2022a). Organizations can

improve their competitiveness, boost customer happiness, and achieve long-term success by integrating operational strategies with value creation goals.

3. METHODS

This investigation was carried out using the systematic review methodology to acquire an objective and comprehensive search of the existing information of the relationship between strategic operations to improve service quality and maximizing value. A systematic literature review, which normally comprises three phases: planning, conducting, and reporting, is a recognised technique for identifying the essential ideas in academic literature. To investigate the body of literature pertaining to the four construct strategic operations, service quality, value maximizing and customer retention, a search string was created for this study. SCOPUS and Web of Science were chosen as the two literature databases because they both contain pertinent business management publications with high academic standards and cover various types of articles.

4. EMPIRICAL ANALYSIS

First Source

Dr. Richard Schonberger is known for his contributions to the field of operations management. Although he has not specifically proposed "The 16 Principles of Operations Management," he has authored books and articles that outline key principles and concepts related to operations management. Here is an overview of some principles and concepts that Dr. Richard Schonberger has discussed.

Table 1 : Sixteen Principles

1	Total Quality Management (TQM)	Emphasizes a company-wide commitment to delivering high-quality products or services to customers. TQM involves continuous improvement, customer focus, and employee involvement.
2	Lean Manufacturing	Focuses on eliminating waste and improving efficiency in production processes. It involves identifying and eliminating non-value-added activities while maximizing value-added activities.
3	Just-in-Time (JIT) Production	Aims to reduce inventory levels by delivering materials and components just in time for production. JIT helps in eliminating waste and enhancing responsiveness to customer demands.
4	Kaizen	This principle encourages continuous improvement in all aspects of operations, from processes to products. It involves empowering employees to suggest and implement small, incremental improvements regularly.
5	Continuous Improvement	The idea that organizations should constantly seek ways to improve their processes, products, and services. Continuous improvement involves identifying opportunities for enhancement and implementing changes.
6	Value Stream Mapping	A visual tool used to identify and analyze the flow of materials and information through a process. It helps in identifying areas of waste and inefficiency for improvement.
7	Six Sigma	An approach that aims to reduce defects and variations in processes. Six Sigma involves statistical analysis and rigorous problem-solving methodologies to achieve near-perfection in operations.
8	Supply Chain Management	The coordination and integration of all activities involved in the flow of products, services, and information from suppliers to customers. It emphasizes efficient procurement, production, and distribution processes.
9	Customer Focus	Placing the customer at the center of all operations. This principle emphasizes understanding customer needs and expectations, and aligning processes and products to meet those needs effectively.
10	Employee Involvement	Encouraging employees to actively contribute ideas, suggestions, and improvements to operations. It involves empowering employees, promoting teamwork, and fostering a culture of engagement.
11	Standardization	The process of creating and implementing standardized work processes to ensure consistency and efficiency. Standardization helps in reducing variations, enhancing quality, and improving productivity.
12	Waste Reduction	The principle of identifying and eliminating waste in all its forms, such as overproduction, excess inventory, waiting time, unnecessary motion, defects, and unused talent.
13	Continuous Flow	Promoting smooth and uninterrupted flow of materials, information, and processes through the value stream. Continuous flow helps in reducing lead times, improving

		efficiency, and minimizing bottlenecks.
14	Pull Systems	Using customer demand as a signal to initiate production or supply. Pull systems help in reducing inventory levels and improving responsiveness to customer requirements.
15	Cross-Functional Collaboration	Encouraging collaboration and communication between different functional areas within an organization. Cross-functional collaboration helps in streamlining processes, resolving issues, and improving overall performance.
16	Performance Measurement and Metrics	Implementing key performance indicators (KPIs) and metrics to monitor and evaluate the performance of operations. This principle emphasizes the importance of data-driven decision-making and performance tracking.

While these principles are not explicitly listed as "The 16 Principles of Operations Management" by Dr. Richard Schonberger, they represent some of the core concepts and ideas he has contributed to the field. It is important to note that the specific number and categorization of principles may vary depending on the context and interpretation.

presents at events held by the American Production and Inventory Control Society (APICS), a prestigious American organization for supply chain and operations management. At the 2007 APICS conference, he discussed the 10 operations management concepts. He claimed that because American manufacturers disregarded these rules, they were having trouble.

Second Source

An expert in manufacturing and operations management, Randall Schaeffer. He frequently

Table 2 : Ten Principles by Randall Schaeffer

1	Reality	Because no instrument can offer a universal solution, operations management should not concentrate on tools and procedures. It should instead concentrate on the issue.
2	Organization	There are connections among the manufacturing processes. These procedures need to be put together into a logical whole. To provide a same level of profitability, each component of these processes must be predictable and consistent.
3	principles	Strict commitment to the principles through the keeping of records and disciplines accounts for 80% of success. Only 20% of processes are improved by using new technology.
4	Accountability	Holding employees accountable is important. The duties of the staff should be outlined by rules and metrics. Additionally, managers need to frequently assess if objectives are accomplished and employees are performing their tasks properly.
5	Variation	Variation, or the existence of various processes, should be encouraged. It has the potential to be a great source of creativity if properly controlled.
6	Causality	Issues are just the outward manifestations of hidden causes. Find the underlying issue and resolve it. If not, the issues will come back.
7	Managed passion	Workers that are passionate about their work can spur business expansion. Watch out for employees who are passionate. If it does not come easily, the operations manager can teach it.

8	Humility	Instead of wasting money on time-consuming trial-and-error procedures, managers should accept their limitations and seek assistance when necessary.
9	Success	Because the market is constantly changing, success will also evolve over time. Regularly review your procedures, and make sure your outcomes correspond to the period's accepted benchmark for success.
10	Change	New approaches, methods, technology, etc. will always be developed. Don't continue doing things the same way you always have. Accept change when it comes and make efficient use of it in your business.

4. FINDINGS AND DISCUSSION

In order to explore the relationship and impact between the study construct, the findings from previous studies declared organizations must carefully assess how strategic operations will affect customer retention goals such as service quality and value maximization. Although strategic operations may have a beneficial impact on service quality and value maximization, that has identified with help of prior studies.

4.1. Strategic Operations achieving Service Quality and Maximizing Value to gain Customer Retention

Managing intricate processes, integrating several tasks, and coordinating them with organizational objectives are all aspects of strategic operations. It can be difficult to achieve seamless integration across many departments and functions, which could result in inconsistent service delivery and value. To maintain consistent service quality and maximize value for consumers, organizations must ensure excellent communication, coordination, and collaboration among operational units.

Moreover, making compromises and choosing some aspects of value creation and service delivery over others are necessary components of strategic operations. To maximize value and guarantee customer happiness, organizations must carefully balance cost effectiveness, quality improvement, customization, and innovation. For instance, putting too much emphasis on cost savings may undermine service quality, while too much customization may tax available resources. To maximize client retention through efficient strategic operations, the proper balance must be struck.

4.1.1. Evolving Customer Needs and Market Dynamics

Customers' needs and market dynamics are continually evolving, posing challenges for strategic operations to adapt and meet changing expectations. Organizations must proactively monitor market trends, gather customer feedback, and invest in market research to stay ahead of evolving customer demands. Failure to respond to changing needs and preferences may result in declining service quality and decreased customer retention. Flexibility and agility in strategic operations are crucial to meet evolving customer expectations

4.1.2. Technology and Digitalization

The impact of technology and digitalization on strategic operations cannot be overlooked. While technology advancements offer opportunities for enhancing service quality and value maximization, they also present challenges. Implementing new technologies and adapting to digital transformations require significant investments, training, and change management. Organizations must carefully integrate technology into operational processes to ensure it enhances service quality and value, rather than being a hindrance or source of frustration for customers.

4.1.3. Employee Engagement and Empowerment

Strategic operations heavily rely on the engagement and empowerment of employees. Organizational culture, training programs, and employee involvement in decision-making significantly impact service quality and value maximization. Employees who feel empowered and valued are more likely to deliver excellent customer service and contribute innovative ideas. Organizations must prioritize employee satisfaction, provide adequate training, and create a supportive work environment to maximize the

impact of strategic operations on service quality and value.

5. CONCLUSION

Organizations need to understand how crucial strategic operations are to maximizing customer value and service excellence. Businesses can build solid customer connections, increase customer happiness and loyalty, and gain a competitive edge in the market by coordinating operational goals with customer-centric objectives. Moreover, organizations can establish a positive feedback loop through strategic operations that maximizes value and improves customer retention, which in turn promotes further business growth and success.

While strategic operations have the potential to positively impact service quality and value maximization for customer retention, organizations must be aware of the challenges and limitations that may arise. Managing complexity, making trade-offs, adapting to evolving customer needs, leveraging technology effectively, and empowering employees are critical factors to consider in achieving the desired outcomes. A comprehensive and holistic approach to strategic operations, addressing these challenges, will enhance service quality, maximize value, and ultimately contribute to customer retention and organizational success.

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Product Quality augmentation through Agile Operation: A Critical perspective on Supply Chain Capabilities on Reducing Operations Cost

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ABSTRACT

This study focuses on the impact of product quality improvement and supply chain capabilities on reducing operational costs through agile operation. It highlights the significance of adopting agile operation principles and practices to enhance product quality, optimize supply chain operations, and achieve cost efficiencies. The study underlines the importance of continuous improvement processes, such as Lean Six Sigma, in identifying and eliminating inefficiencies, defects, and waste to improve product quality and reduce costs associated with rework and warranty claims. Additionally, it emphasizes the role of agile supply chain capabilities in minimizing inventory carrying costs, production disruptions, and transportation expenses through efficient inventory management techniques. The research emphasizes that integrating product quality improvement and agile supply chain capabilities drives down operational costs by streamlining processes, reducing waste, and fostering a culture of continuous improvement. Overall, this study highlights the critical role of product quality improvement and supply chain capabilities in reducing operational costs and achieving operational excellence through agile operation practices.

1. INTRODUCTION

Organizations work to offer products of great quality while minimising their operational expenses in today's fiercely competitive business environment. Companies must always look for ways to raise the quality of their products and expand the capabilities of their supply chains in order to achieve this delicate equilibrium. Agile operations is a strategy that has gained a lot of traction recently that enables businesses to be responsive, adaptable, and effective in their operations (Morgan et al., 2001).

Improving product quality is a key component of every company's success. Customers want items to live up to or surpass their expectations, and businesses must satisfy these demands to maintain

a competitive advantage (Koval et al., 2019). Organizations may promote brand loyalty, boost consumer satisfaction, and spur revenue development by concentrating on improving the quality of their products (Afonso et al., 2008). Furthermore, the impact of supply chain capabilities on operational costs cannot be overstated. An agile supply chain ensures timely availability of raw materials, components, and finished goods, thereby minimizing inventory carrying costs and production disruptions (Morash, 2001). By implementing efficient inventory management techniques, such as just-in-time (JIT) and vendor-managed inventory (VMI), companies can significantly reduce storage costs

and eliminate the risk of excess or obsolete inventory (Ivanov and Dolgui, 2021). Additionally, agile supply chains facilitate rapid response to market fluctuations and demand volatility, allowing businesses to optimize production planning and reduce the need for costly expediting or rush orders (Ray Gehani, 2013).

The integration of product quality improvement and agile supply chain capabilities creates a powerful synergy that drives down operational costs (Ahmed and Huma, 2021). When organizations focus on enhancing product quality, they reduce the incidence of defects, rework, and customer complaints, leading to lower costs associated with warranty claims, returns, and repairs (Al-Zu'bi et al., 2012). Simultaneously, agile supply chains enable efficient procurement, production, and distribution processes, minimizing inventory carrying costs, transportation expenses, and production delays (Khataie and Bulgak, 2013). By fostering a culture of continuous improvement and responsiveness, businesses can achieve operational excellence, strengthen their competitive position, and realize substantial cost savings (Tang, 2006).

This study will delve into the key aspects of product quality improvement and supply chain capabilities and how they impact reducing operational costs through agile operation. We will explore various strategies, tools, and methodologies that organizations can employ to enhance product quality, optimize supply chain operations, and achieve cost efficiencies. By understanding and implementing these practices, businesses can unlock the full potential of their operations, improve their financial performance, and deliver superior value to their customers.

1.1. Research Objectives

Research objectives aiming to provide valuable insights into the role of agile operations and supply chain capabilities in augmenting product quality while reducing operational costs:

1. To examine the relationship between agile operations and product quality in the context of supply chain management.
2. To identify and analyze the key supply chain capabilities that contribute to reducing operational costs in an agile operation environment.
3. To assess the impact of agile operations on

product quality improvement, focusing on the reduction of defects, rework, and customer complaints.

4. To investigate the role of supply chain capabilities in enhancing operational efficiency, responsiveness, and flexibility within an agile operation setting.
5. To explore the challenges and barriers associated with implementing agile operations and leveraging supply chain capabilities for reducing operational costs while improving product quality.

2. THEORETICAL BACKGROUND

2.1. Cost Reduction

Reducing operations cost is a continuous process of critically examining different kinds of the cost such as procedures, products, managements, and methods (Khatib et al., 2022b). It is all done with a view to improve the efficiency of the company for reduction of the cost (Muhammad Turki Alshurideh et al., 2023c). Also it is important to implement a strategy first before the reducing of the cost and some costs are necessary and also it is important to identify costs in to bad costs, good costs and best costs (T M Ghazal et al., 2023a). In the company the good costs is for the company's growth and they are aligned with the customers and to fulfill their needs (Muhammad Turki Alshurideh et al., 2023d; Kassem and Martinez, 2022). Bad costs do not match with the company's strategies and their resources and when the bad cost are minimize then those can free up resources that will be used in way of productive capacity (Nuseir, 2021). Best costs is that kind of cost which is associated with whatever make a company unique, and how this company is different from their competitors (Khatib et al., 2022a; Sakkthivel et al., 2022). Producing their true value to the customers. Also reducing the operations cost don't necessarily mean that it will completely cut a cost (Muhammad Turki Alshurideh et al., 2023b). It could be refer to the just reducing some cost and the efficiency, also optimizing productivity means reduce the cost and it is very necessary to measure the productivity (Nuseir and Elrefae, 2022).

2.2. Supply Chain Capabilities / Management

Supply chain capabilities can be improve and get better by checking and understanding what the suppliers are producing, which part. Supply chain

capability can be measured in a different ways (Ahmed et al., 2022; Al-Kassem et al., 2022; M Alshurideh et al., 2023a; Farrukh et al., 2023). For example what kind level of the redundancy do we have? Is there any suppliers that will become a bottleneck for our productions strategy should the outputs decrease substantially? And if so? Then our supply chain capabilities risk could be very higher and the highest number of redundant suppliers we have then there will be very less risk of disruption. Supply chain management is a management where manufacturing companies transform the raw materials goods in to the final products and sell it forward (R. S. Al-Marroof et al., 2021b). They are responsible in the business supply activities and to maximize their customer's value, so where they can gain a competitive advantage from the competitors in the market (Al-Marroof et al., 2022a) (El Khatib and Ahmed, 2020; Nuseir, 2020).

Supply chain capabilities are managed by the management and they tries to develop and implement supply chains strategies which are economical and efficient as much as possible (T M Ghazal et al., 2023b; Khatib and Oplencia, 2015). Supply chain does everything from their production to the final product development and then to their information systems which are needed to direct these final undertakings (I. A. Akour et al., 2022; Ahmad Ibrahim Aljumah et al., 2022b; Muhammad Turki Alshurideh et al., 2022b; El Khatib, 2015). Supply chain management have to control the productions, shipments and the final distribution and by controlling the supply chain, the companies can reduce the excess costs and give the product to their customer faster (Al-Marroof et al., 2022b; Amiri et al., 2020; Lee et al., 2023; Mubeen et al., 2022). So this all process is done by keep the control of their interval inventories, productions, sales, distribution and such other inventories of their company vendors (Nuseir et al., 2020).

2.3. Agile Operations

The concept of agile operations is helpful for providing the idea of understanding the responsiveness, management (Muhammad Turki Alshurideh et al., 2022d), flexible competences, and rapid involvement of several supply chain operations (Al-Awamleh et al., 2022; T M Ghazal et al., 2023c). The primary goal of the agile supply chain is defined with preferring three points such

as the capability for providing the fast responses towards the opportunities, defining the cost-efficient methods that can manage the growth, and identification of the strategies that are used for expressing the competitive advantages in the services (Al-Kassem, 2017; H. M. Alzoubi et al., 2022a; Nuseir and Aljumah, 2022). The consideration of an agile supply chain involves in the level of consumer satisfaction that can introduce the quality of the product (El Khatib et al., 2021; Varma et al., 2023). The definition can measure the agility of the supply chain with defining the speed overreactions, actions, and response for mitigating the negative changes and identifying the use of agile supply chain as well (M T Nuseir et al., 2022b).

2.4. Product Quality

The term product quality defines the incorporate difference that is providing the features and abilities for meeting the demands and goals of the customers (Abudaqa et al., 2021; A. Al-Marroof et al., 2021). It is based on determining the excellent quality of the product that is involved with the capacity and performing the increase of the satisfaction level for the consumer (H. M. Alzoubi et al., 2022e; Arshad et al., 2023; Hani Al-Kassem, 2021; M T Nuseir et al., 2022a). It seems in adopting the strategy that can reduce the deficiencies and ineffectiveness within the products (Ahmed and Nabeel Al Amiri, 2022). The evaluation of the quality of products seems in providing an excellent value proposition that helps in managing the real challenges efficiently and defining superior performances (Muhammad Turki Alshurideh et al., 2022c). Therefore, the concept of agility in the supply chain helps in building strong responsiveness that defines the uncertainty methods of direct positive impact within the product and management of the quality (AlHamad et al., 2021; Nuseir et al., 2021). It seems to lead to a higher level of consumer satisfaction and control.

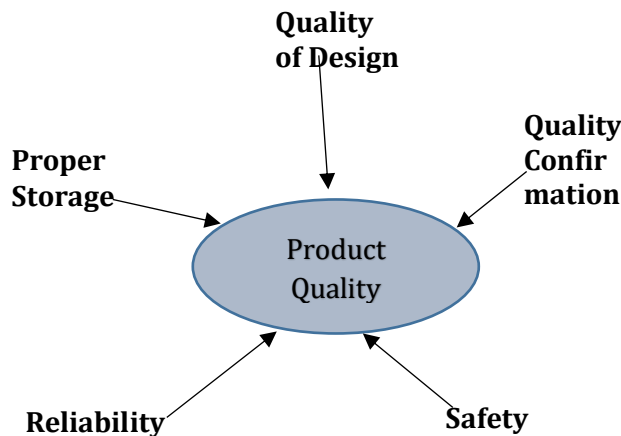


Figure 1: Product Quality

2.5. Impact of Agile operations on Product Quality

The impact of agile operations on defining the quality of products is dependent on business performances (Aljumah et al., 2021a; Yasir et al., 2022). It seems that the performance of the supply chain in managing the accounts of the organization helps in providing the hidden resource that can enhance the services in the industry (Akour et al., 2021; Blooshi et al., 2023). The process helps in improving the level of satisfaction of the customers by implementing strategies and providing a higher quality of products (El Khatib et al., 2019). The agility helps in managing the supply chain in delivering an optimistic influence within the industry and providing the situation for the companies (Alzoubi et al., 2019). It defines the level of services with providing the higher quality of products, lower retail services, and delivering the values according to the demands and desires of the consumers in business management (Taher M. Ghazal et al., 2023). Therefore, the services aim to provide in producing higher quality products at the right time where the consumers are provided with several different choices (Abudaqa et al., 2022; A I Aljumah et al., 2022a).

The use of the concept of agility helps in managing the higher speed (R. S. Al-Marouf et al., 2021a), flexibility maintenance, effectiveness and responsiveness in the services that are considered to implement benefits in the business and improving the quality of products as well (Alzoubi and Ahmed, 2019; Khatib et al., 2016). It leads to provide a direct impact on the level of satisfaction

of the consumers (Gulseven and Ahmed, 2022). The model helps in understanding the concept of agility for supply chain by defining the responsiveness and innovation within the products that can help the consumer in satisfying their needs towards the management of higher quality of products (Al-Dmour et al., 2023; El Khatib et al., 2020a; Kurdi et al., 2022b).

It represents the responsive services for bringing innovation within the products and helping the customers to get happy (AlDhaheri et al., 2023; Aljumah et al., 2021b; Nadzri et al., 2023; Tariq et al., 2022b). Therefore, the design is used for managing the products and grabbing the consumer with providing the sufficient agility of supply chain activities for the consumers in delivering flexible and responsiveness management that can increase the products' quality (Almasaeid et al., 2022).

The process defines the idea of implementing continuous improvement and limiting the supply chain management for the increase in the level of the products (Al-Kassem, 2014; Aljumah et al., 2020; Gaytan et al., 2023). It establishes the improvement in the level of satisfaction for the consumers (Haitham M. Alzoubi et al., 2020). The strategy of agile is used in managing the supply chain that is revolved around the idea of the quick responsive nature within the company (Aityassine et al., 2022; Aziz et al., 2023; E. Khatib et al., 2021). It implements the change management towards the demand or supply of the products (H. M. Alzoubi et al., 2022d; Nuseira and Aljumahb, 2020). There is a flexible nature for the company that is used for applying the changes in the strategies and bringing differentiation in the works.

It seems in managing the rapid changes where the company can manage the process of the supply chain as their daily activities (Alshawabkeh et al., 2021). Therefore, the agile operations provide an optimistic effect for implementing the excellence level in the products (Al-Kassem et al., 2013; H. M. Alzoubi et al., 2022f). However, the skill in the supply chain is used for representing the rapid growth of the supply chain in the business management and defining the changes in the environment as well (I. Akour et al., 2022; Nuseir and Aljumah, 2020). It describes the variation of customer preferences and considering the competitive forces within the industry (El Khatib and Ahmed, 2018).

2.6. Relationship between Agile Operations and Product Quality

The goal establishes the management of agile supply chain in the manufacturing industry that is providing quick manners and illustrating the changes for the demand and supply in the services (A I Aljumah et al., 2022b; Khan et al., 2022; Tariq et al., 2022a). The flexible management of new products is defining the higher quality management in the services (El Khatib and Ahmed, 2019). Therefore, it represents the effective supply chain for becoming problematic and implementing the changes for the customer expectation and providing the increase in the requirements (Haitham Alzoubi et al., 2020; Khatib, 2022; Mat Som and Kassem, 2013; Mohammed T. Nuseir et al., 2022). Thus, the organizations need an adaptation of the agile-based process for managing the structural and operational activities and implementing the supply chain services and product quality for an effective manner (Akour et al., 2023; M. Alshurideh et al., 2022).

The agility of the supply chain is helpful for managing the characteristic to get faster responses to the shorter product lifecycle (H. M. Alzoubi et al., 2022b). Moreover, it seems in managing the complexities in the products with providing the moving needs of the consumer and identifying the higher quality products as well (Ahmad Ibrahim Aljumah et al., 2022a; Kurdi et al., 2022a). The process is beneficial for developing the agile supply chain by implementing the response and defining the changes in the environment of business.

It describes the alignment of the strategy in the services of providing competitive performance in the industry (Aljumah et al., 2023; Bawaneh et al., 2023). The results in previous studies represent the agility of the supply chain as improving the quality with implementing the product and services, cost management and reduction processes, and increment in the speed (M T Alshurideh et al., 2022). It defines the strong relationship between the agility of the supply chain and determining the higher quality of products (Muhammad Turki

Alshurideh et al., 2022a). The agile system helps the customer in providing the delight of delivering and defining the processes.

The manufacturing sector helps in defining innovation and providing rapid responses to the change management and defining the actions within the industry (H. Alzoubi et al., 2022; M. El Khatib et al., 2021). It revolves around the concept that describes the relationship and processes of agile supply chain and using the competitive advantages of the manufacturing industry that can increase the quality of the products (Louzi et al., 2022a).

Moreover the evidence helps in managing the increase in defining the product demand and implementing the customer requirements that have created the challenges and identifying the stand in the industry (H. M. Alzoubi et al., 2022c). For managing the marketplace, the companies need rapid involvement with the increase in the level of volatility and demands of the customers (El Khatib et al., 2020b). Additionally, the process is helpful for understanding the improvement in the business performance with defining the agile operations and providing better solutions to get the changes in the trend and demand (Al-Kassem et al., 2012; Muhammad Alshurideh et al., 2023; Louzi et al., 2022b). There is a positive relationship noted that is used for implementing the agile operations and considering the customer satisfaction level by using the higher quality of products. (M. Alzoubi et al., 2021) has presented the differentiation technique used for identifying the best practices and improving the level of satisfaction of consumer with defining the effectiveness in the business performances.

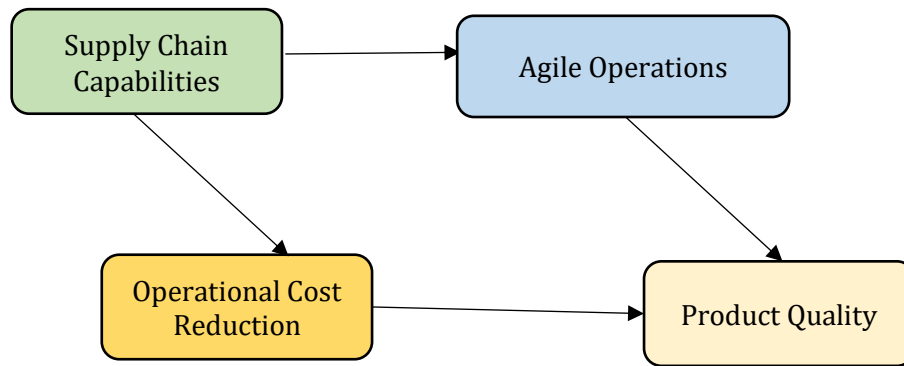


Figure 2: Theoretical Model

3. EMPIRICAL ANALYSIS

3.1. Supply Chain Capabilities Strategies of Reducing Cost through Agile Operations

Reducing operation’s cost strategies in the supply chain capabilities focuses on finding the most effective and affordable ways in which to produce and store the new products, transfer them from point A to point B, and to make sure of their customer’s satisfaction. So reducing of supply chain management costs involve more than choosing their cheap materials and the carriers. Also each aspect from the order fulfillment processes costs money and it can be beneficial from their reducing operation’s cost strategies.

Also supply chain capabilities have many ways which are helpful for the manufacturing sectors in terms of reducing cost and also they have a big impact on the low cost. Through supply chain capabilities the manufacturing industries develop new strategies to increase the profit and including sales revenue. Supply chain capabilities help the manufacturing industries to use new opportunities to showcase the talent and new innovative products in the market.

So according to the West Monroe, we have to perform a cost to perform analysis that checks in costs related to our business's overhead, customer services, planning’s and logistics and other more factors for the betterment of the manufacturing industries for reducing the operation’s cost. So then we can effectively track the success of our effort and work in the industry. Regardless of carefully following current costs, we ought to in like way follow data points identified with advancing toward transports, dynamic shipments, and courses of action. Also looks for trends after

some time before reducing operation’s cost. For instance, is there any specific time that when will the sales increase unquestionably? Does warehouse developments will all things considered get delayed during many months or in remorseless environment? We need to know the information for the forecasting purposes and also to help to identify many inefficient process of our operations by the supply chain capabilities.

3.2. Three areas for supply chain capabilities of reducing operation’s cost

Supply chain capabilities of costs reducing can be end up on being applied bottom up, and the starting must to be top down. That will help keeping their big picture in the mind and also as well as having more chances which we would scrutinize every right areas or departments, elements and categories.

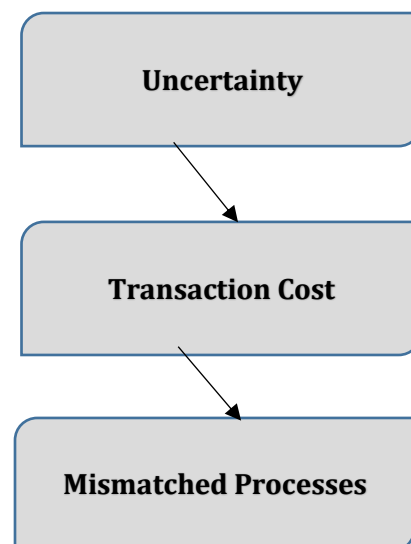


Figure 3: Three areas of supply chain capabilities

- *Transaction costs:* The process of submitting or accepting the order could be amazingly expensive. Right when the activity of giving and regulating sales, figuring out transports, answering to customer questions and observing progress all add to the total cost. So following a work cycle, for instance, arriving of an order through to the transport and the invoicing process, is a way to deal with evaluates the costs, regardless of the way that problems in the work cycle may even now be hiding more expenses. Also a part of the cost of trades starts from overly complicated process, and some of it begins from poor information technologies on account of a reluctance to cooperate. As a result, technology, for example e-commerce platforms will solve many problems and other part of reducing cost can only happen if people work better together.

- *Mismatched processes:* So in the overall process, for example order supplies and the production of finished goods, there are many other different kinds of processes, such as own process of suppliers for delivering of reception and also stocking processes in the clients enterprises and many more. So if the end of any process don't dovetail from the starting of the next one, then there can be some kind of interruptions and the duplication of work and these both of which will increases the cost. For example, if any distributor products codes or pallet sizes can't match which are used by the enterprise then the goods would have to be reorganized and recorded. In the customer's packaged goods sector, that problem is enough of having prompted of using of the different collaborative planning's, forecasting's and the replenishment (CPFR) among retailers and manufacturers. This same technique can also be applied in many other different sectors also.

- *Uncertainty:* People that don't know of what will happen should take out the insurance. Because when uncertainty is there in the products demands and supplies, then the insurance will be the stockpiling on the inventories "just in case". It will effect both producers who don't know that which order will they get and resellers and the end customers that stockpile because of the problem of produce abilities to the supply which is needed.

The safety stocks could grow in every of the juncture of the supply chain and from having the raw materials to the work in the progress, also from the finish of the goods to their regional distributions centers and many more. Also having inventory costs money in more than one ways.

4. DISCUSSION

While contributing the various aspects to reduce operational cost through agile operations and SC capabilities various key elements are outlined to contribute in this study. As a result, it has observed that continuous improvement processes are of paramount importance for organizations in today's dynamic and competitive business environment. They provide numerous benefits that contribute to the overall success and sustainability of an organization. Here are some key reasons why continuous improvement processes are important:

1. *Enhanced Efficiency and Productivity:* Continuous improvement processes focus on identifying and eliminating waste, inefficiencies, and bottlenecks in operational processes. By regularly evaluating and improving processes, organizations can streamline operations, reduce unnecessary steps, and optimize resource allocation. This leads to enhanced efficiency, increased productivity, and cost savings.
2. *Quality Improvement:* Continuous improvement processes are closely linked to quality management. By continuously evaluating and refining processes, organizations can identify areas for improvement, reduce defects, minimize errors, and enhance overall product or service quality. This, in turn, leads to higher customer satisfaction, increased customer loyalty, and a positive reputation in the marketplace.
3. *Innovation and Adaptability:* Continuous improvement fosters a culture of innovation and adaptability within an organization. It encourages employees to identify opportunities for improvement, suggest innovative ideas, and experiment with new approaches. By embracing change and continuously seeking better ways of doing things, organizations can stay ahead of competitors, respond to

market demands, and capitalize on emerging trends and technologies.

4. *Employee Engagement and Empowerment:* Continuous improvement processes involve employees at all levels of the organization. Employees are encouraged to contribute their ideas, provide feedback, and participate in problem-solving initiatives. This engagement and empowerment not only lead to a sense of ownership and pride but also tap into the collective knowledge and creativity of the workforce. Employees become motivated to actively contribute to the success of the organization and feel valued for their contributions.
5. *Cost Reduction and Waste Elimination:* Continuous improvement processes emphasize the identification and elimination of waste, which can result in significant cost savings. By streamlining processes, reducing unnecessary steps, optimizing resource allocation, and minimizing defects and errors, organizations can achieve cost reduction throughout their operations. This cost savings can be reinvested in other strategic initiatives or passed on to customers, leading to a competitive advantage in the market.
6. *Sustainable Growth and Adaptation:* Continuous improvement processes enable organizations to adapt and thrive in a rapidly changing business landscape. By continuously monitoring internal and external factors, organizations can identify emerging challenges, seize opportunities, and adjust their strategies and operations accordingly. This ability to adapt and evolve is essential for long-term sustainability and growth.

However, continuous improvement processes play a critical role in enhancing efficiency, quality, innovation, employee engagement, cost reduction, and overall organizational success. By embracing a culture of continuous improvement, organizations can proactively address challenges, capitalize on opportunities, and continuously strive for excellence in all aspects of their operations.

4. CONCLUSION

The overall study findings highlight the critical role of these factors play in achieving cost efficiencies and operational excellence. By adopting agile operation principles and practices, organizations can enhance product quality, optimize supply chain operations, and ultimately reduce their overall operational costs. Moreover, the study underscores the importance of product quality improvement and agile supply chain capabilities in reducing operational costs. By embracing agile operation principles, organizations can enhance product quality, optimize supply chain operations, and achieve cost efficiencies. The continuous pursuit of operational excellence, coupled with a customer-centric approach, will enable businesses to thrive in today's competitive marketplace, deliver superior value to customers, and secure long-term success.

Additionally, product quality augmentation through agile operation, supported by robust supply chain capabilities, holds promise for organizations aiming to reduce operational costs while improving product quality. However, a critical perspective highlights potential challenges and limitations that need to be addressed. Organizations must carefully navigate cultural barriers, balance speed with thorough quality assurance practices, foster strong supplier relationships, and adopt a holistic approach to quality improvement. By critically examining the interplay between agile operations, supply chain capabilities, and operational cost reduction, organizations can gain valuable insights to inform their strategies and maximize the potential benefits of these approaches

- *Practical Implications*

The integration of product quality improvement and agile supply chain capabilities creates a synergistic effect that drives down operational costs. By concurrently focusing on enhancing product quality and optimizing supply chain operations, organizations can streamline processes, reduce waste, and eliminate inefficiencies. This results in lower costs associated with defects, rework, inventory carrying, transportation, and production delays. Furthermore, agile operations foster a culture of continuous improvement and responsiveness, enabling businesses to adapt quickly to changing

market conditions and customer demands, thus increasing their competitive advantage.

To achieve these benefits, organizations should invest in developing their employees' skills and knowledge in quality management methodologies and supply chain optimization techniques. Training and development programs can equip employees with the necessary tools to identify and address quality issues, improve supply chain processes, and make data-driven decisions. Additionally, fostering collaboration and communication between different departments and stakeholders within the organization, as well as with external suppliers and partners, is crucial for successful implementation of agile operation practices.

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Team Creativity in the Organization: Overcoming Work Stress to attain Competitive Advantage in the Retail Industry

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ABSTRACT

For businesses to succeed in contemporary rapid and dynamic business environment, keeping a competitive advantage is essential. Team creativity and job stress are two important variables that can greatly affect competitive advantage. Team creativity refers to the ability of teams to generate innovative ideas, solve complex problems, and think outside the box. When teams possess high levels of creativity, they can develop unique products, services, and strategies that differentiate them from competitors. This creativity enables organizations to adapt to market changes, identify new opportunities, and stay ahead in a rapidly evolving environment.

On the other hand, work stress can have both positive and negative effects on competitive advantage. Moderate levels of stress can motivate individuals and teams to perform at their best, stimulating creativity and innovation. However, excessive and chronic work stress can hinder creative thinking, impede collaboration, and lead to burnout. When employees are overwhelmed by stress, their cognitive abilities, decision-making skills, and overall performance may be compromised, negatively impacting competitive advantage. To leverage the positive impact of team creativity and mitigate the negative effects of work stress, organizations must create a supportive and empowering work environment. Providing resources, training, and encouragement for creative thinking can foster innovation within teams. Additionally, implementing strategies to manage work stress, such as promoting work-life balance, providing adequate support systems, and fostering a positive organizational culture, can help employees cope effectively and maintain their creative capabilities.

1. INTRODUCTION

Organisations are continuously looking for ways to obtain a competitive edge and preserve their place

in the market in today's intensely competitive business environment. The interaction of team

creativity and work stress is an essential factor that can greatly impact an organization's competitive edge. Team creativity is the capacity of a group of people to produce novel ideas, exercise critical thought, and work together to solve complicated issues (Hon, 2013). The physiological and psychological reactions that employees go through as a result of the demands and pressures of their jobs are referred to as work stress (Vorobeva Victoria, 2022).

Understanding the impact of team creativity and work stress on competitive advantage is essential for organizations to harness the full potential of their teams while mitigating the negative effects of stress (Barczak et al., 2010). On one hand, team creativity can fuel innovation, differentiation, and adaptability, giving organizations the ability to develop unique products, services, and strategies that set them apart from competitors (Pirola-Merlo and Mann, 2004). Creative teams have the capacity to identify emerging trends, anticipate customer needs, and find novel solutions to complex challenges, providing organizations with a sustainable competitive advantage (Yildiz and Esmer, 2023).

On the other hand, work stress can have both positive and negative effects on an organization's competitive advantage. Moderate levels of stress can act as a motivating factor, pushing individuals and teams to perform at their best, boosting creativity, and fostering productivity (Park et al., 2016). However, excessive or chronic work stress can lead to burnout, hamper creativity, and impair decision-making abilities (Chen, 2006). When employees are overwhelmed by stress, their performance, collaboration, and overall well-being may suffer, potentially undermining an organization's competitive advantage (Hoever et al., 2012).

To leverage the positive impact of team creativity and mitigate the negative effects of work stress, organizations need to create a conducive and supportive work environment (Kassem et al., 2019). This includes providing the necessary resources, training, and opportunities for teams to think creatively and innovate (Hamdan et al., 2019). Additionally, implementing strategies to manage work stress, such as promoting work-life balance, offering employee support programs, and fostering a positive organizational culture, can help alleviate stress levels and maintain employees'

well-being and productivity (AlDhaheeri et al., 2023).

By understanding the relationship between team creativity, work stress, and competitive advantage, organizations can develop effective strategies to enhance their performance in the marketplace (Siddiqi and Qureshi, 2016). Nurturing a creative and collaborative team environment while addressing work stress enables organizations to tap into the full potential of their employees, drive innovation, and maintain a competitive advantage. This paper will delve into the intricacies of the impact of team creativity and work stress on competitive advantage, exploring the mechanisms through which they interact and providing insights into effective practices for organizations to harness these factors for success.

2. THEORETICAL BACKGROUND

2.1. *Team Creativity*

Team creativity is the ability of a group of people to come up with novel ideas, solutions, and strategies through cooperative and synergistic efforts. In order to develop creative thinking, encourage innovation, and produce distinctive results that go beyond what could be accomplished individually, it entails the integration of various viewpoints, expertise, and abilities within a team (Gaytan et al., 2023). Open communication, brainstorming, the free exchange of ideas, constructive criticism, and a supportive environment that promotes risk-taking and experimentation are characteristics of team creativity (Khatib et al., 2016). It enables teams to take on difficult problems, spot opportunities, and come up with innovative solutions that set them apart from rivals, spur innovation, and help the organisation succeed as a whole.

2.2. *Work Stress*

Work stress can be defined as the physical, emotional, and psychological strain experienced by individuals due to the demands, pressures, and expectations associated with their work environment. It arises from various factors such as high workloads, tight deadlines, role ambiguity, interpersonal conflicts, lack of control, and the need to meet organizational goals (AlDhaheeri et al., 2023). Work stress can manifest in a variety of ways, including increased anxiety, fatigue, irritability, decreased motivation, and impaired cognitive function (El Khatib et al., 2020b). It can

have a detrimental impact on an individual's overall well-being, job satisfaction, and performance (Muhammad Turki Alshurideh et al., 2022b). Excessive or prolonged work stress can lead to burnout, reduced productivity, and negative health outcomes (M. Alzoubi et al., 2021). Managing work stress involves implementing strategies to minimize stressors, promote work-life balance, provide support systems, and foster a positive work environment to help individuals cope effectively and maintain their overall well-being and job performance.

2.3. *Competitive Advantage*

Competitive advantage is the distinct combination of traits, skills, resources, or market positioning that enables a company to outperform its rivals, deliver superior results, and achieve long-term commercial success (Bawaneh et al., 2023; Gulseven and Ahmed, 2022; M. El Khatib et al., 2021). It stands for the unique advantage that makes a company stand out and enables it to provide more value to customers, produce more income, and increase its market share (Nuseir and Elrefae, 2022). Innovative goods or services, superior quality, cost leadership, effective procedures, client retention, a strong brand reputation, intellectual property (Almasaeid et al., 2022; Lee et al., 2023), efficient distribution channels, and access to strategic alliances or networks are just a few examples of the many factors that can contribute to competitive advantage (El Khatib et al., 2020a). It gives the business a better position in the market, greater profitability, and resistance to market forces.

3. LITERATURE REVIEW

3.1. *Relationship between Team Creativity and Work Stress*

(Akour et al., 2023; Mohammed T. Nuseir et al., 2022) Investigated, workplace stress of a moderate degree can foster creative teamwork. Individuals might be inspired by pressure to think critically, come up with original solutions, and question accepted practises (H. M. Alzoubi et al., 2022c).

Teams may be encouraged to explore unusual ideas and come up with unique solutions to fulfil deadlines or overcome hurdles as a result of time pressure and high stakes (Muhammad Turki Alshurideh et al., 2022a).

According to (Kassem and Martinez, 2022; E.

Khatib et al., 2021), as team members work together to overcome obstacles, work stress can improve team cohesion and collaboration and generate an encouraging environment that fosters innovation.

Team creativity can mitigate work stress by providing innovative solutions to complex problems, reducing the burden on individuals and creating a sense of accomplishment and satisfaction (Muhammad Turki Alshurideh et al., 2023c; H. Alzoubi et al., 2022; Amiri et al., 2020). Whereas, creative problem-solving approaches can streamline processes, optimize workflows, and alleviate stress-inducing inefficiencies within a team, enhancing overall productivity and reducing stress levels (I. Akour et al., 2022; Muhammad Alshurideh et al., 2023; Yasir et al., 2022).

Similarly, engaging in creative activities and brainstorming sessions can serve as a positive outlet for team members to express themselves, reduce stress, and foster a more positive work environment (El Khatib and Ahmed, 2018). (Aityassine et al., 2022; Louzi et al., 2022b) has argued, promoting a culture of open communication, collaboration, and psychological safety, a supportive workplace that fosters team innovation can help reduce work stress (Ahmad Ibrahim Aljumah et al., 2022a). According to (Abudaqa et al., 2022; H. M. Alzoubi et al., 2022e; Nadzri et al., 2023), team creativity can act as a coping mechanism for people who are under pressure at work by giving them a platform for expression, problem-solving, and personal development (Mubeen et al., 2022). On the other hand, by minimising distractions, encouraging work-life balance, and offering support networks, good stress management at work can foster the conditions for team creativity to thrive (Aljumah et al., 2023; M T Alshurideh et al., 2022).

3.2. *Relationship between team creativity and Competitive Advantage*

Team creativity enables the creation of cutting-edge concepts, plans, and goods that can set an organisation apart from its rivals (Ahmad Ibrahim Aljumah et al., 2022b; Khatib, 2022). When teams are encouraged to use their imaginations, they can come up with original and fresh approaches to problems, which results in the development of ground-breaking solutions that provide the organisation a competitive edge (A I Aljumah et al.,

2022a; M Alshurideh et al., 2022).

Team creativity encourages flexibility and agility, enabling organisations to react to market developments successfully (Al-Kassem et al., 2022; Louzi et al., 2022a). Creative teams are better able to stay ahead of the competition and preserve a competitive advantage because they can recognise emerging trends rapidly, anticipate client wants, and modify their strategy accordingly.

According to (Al-Awamleh et al., 2022; Nuseir, 2020), by addressing problems from many perspectives, thinking outside the box, and coming up with novel ideas, creative teams excel at problem-solving (Muhammad Turki Alshurideh et al., 2023b).

Through better productivity and resource optimisation, this problem-solving capacity increases efficiency (Kurdi et al., 2022b), lowers costs, and simplifies processes, all of which can help an organisation gain a competitive advantage (Alshawabkeh et al., 2021; Muhammad Alshurideh et al., 2022). Team creativity can result in the creation of unique goods, services, or experiences that go above and beyond what customers expect (H. M. Alzoubi et al., 2022b). Organisations can get a competitive advantage by attracting and maintaining customers by giving distinctive and worthwhile goods. This helps them stand out in the market (Nuseir et al., 2020; Sakkthivel et al., 2022). Teams with a creative bent are more likely to support an innovative and constant improvement culture (Khan et al., 2022; Nuseir and Aljumah, 2020). By continually providing higher quality, more value, or distinctive features, they ensure they stay ahead of the competition and actively look for chances to improve their products, processes, or services (Muhammad Turki Alshurideh et al., 2023d; Nuseir, 2021).

Companies that encourage team innovation are frequently viewed as desirable workplaces, recruiting and keeping top personnel (Ahmed et al., 2022; Al-Marooof et al., 2022b; M Alshurideh et al., 2023a). The environments that appreciate and foster creative thinking attract creative people, and their contributions can further strengthen the organization's competitive edge through their expertise and novel viewpoints (H. M. Alzoubi et al., 2022f).

3.3. Relationship between work stress and competitive advantage

Employee performance can be negatively impacted by high levels of job stress, which can also lead to lower motivation, poor productivity, and trouble making decisions (Nuseira and Aljumahb, 2020). Employee performance and contribution to the competitive advantage of the company are impaired when they are under a great deal of stress (Abudaqa et al., 2021; Hani Al-Kassem, 2021). Employee disengagement and unhappiness as a result of excessive work stress might increase the chance of turnover (Muhammad Turki Alshurideh et al., 2022c; El Khatib and Ahmed, 2019).

The competitive advantage of the organisation is harmed by the loss of competent and experienced workers because it undermines continuity, information sharing, and the retention of priceless skills (Al-Kassem, 2017). On the health and wellbeing of employees, work stress can have a negative impact. As discussed by (Al-Dmour et al., 2023; Blooshi et al., 2023; Khatib et al., 2022b), chronic stress can cause problems with the physical and emotional well-being, absenteeism, and resilience.

Employee performance and capacity to contribute to the competitive advantage of the company are hampered when they are not in good health (Akour et al., 2021). Within an organisation, work stress can hinder innovation and creativity (Nuseir and Aljumah, 2022). When people are under a lot of stress (Al-Marooof et al., 2022a), it can be difficult for them to think creatively, come up with novel solutions, and approach issues from a fresh perspective (Khatib and Oplencia, 2015; Tariq et al., 2022b).

This may restrict the company's ability to innovate and create special solutions that give it a competitive edge (Taher M. Ghazal et al., 2023; Khatib et al., 2016). Collaboration and teamwork might suffer from work-related stress (Aljumah et al., 2020). High amounts of stress might cause team members to have difficulty communicating, disagree, and cooperate (Ahmed and Nabeel Al Amiri, 2022). For the purpose of utilising different viewpoints, knowledge sharing, and producing synergistic results that lead to competitive advantage, collaboration and good cooperation are crucial (H. M. Alzoubi et al., 2022a; M T Nuseir et al., 2022a).

3.4. Relationship between Team Creativity and Competitive Advantage through Work Stress

The relationship between team creativity and competitive advantage can be influenced by work stress (Al Aljumah et al., 2022b). While moderate levels of stress can sometimes enhance creativity and performance, excessive or chronic stress can have detrimental effects. According to (Aziz et al., 2023; Khatib et al., 2022a), Moderate levels of work stress can stimulate team members' creativity and problem-solving abilities (I. A. Akour et al., 2022; Al-Kassem, 2014). When individuals experience moderate stress, their cognitive arousal increases, leading to heightened focus, motivation, and divergent thinking (Aljumah et al., 2021a; Blooshi et al., 2023; Kurdi et al., 2022a). This heightened state can promote innovative ideas, unique solutions, and increased adaptability, which can contribute to a team's creative output (H. M. Alzoubi et al., 2022d).

Excessive work stress, on the other hand, can hinder team creativity and, consequently, competitive advantage (R. S. Al-Marouf et al., 2021b; Varma et al., 2023). When individuals are overwhelmed by high levels of stress, their cognitive resources become depleted, impairing their ability to think creatively (Al-Kassem et al., 2013; El Khatib et al., 2021; Tariq et al., 2022a). Stress can lead to decreased motivation, reduced cognitive flexibility, and increased reliance on routine or familiar approaches (A. Al-Marouf et al., 2021; H. M. Alzoubi et al., 2020). This restricts the team's ability to generate novel ideas or find innovative solutions, limiting their competitive advantage.

Moreover, as stated by (Aljumah et al., 2021b; Arshad et al., 2023), Efficient stress management strategies play a crucial role in maintaining and enhancing team creativity. Organizations that prioritize stress reduction techniques, such as providing adequate resources, promoting work-life balance, fostering a supportive work environment, and encouraging regular breaks, can positively influence team members' stress levels (Alzoubi and Ahmed, 2019; El Khatib and Ahmed, 2020; Mat Som and Kassem, 2013). By minimizing excessive stress, organizations create an environment conducive to creativity, allowing teams to explore new possibilities and maximize

their competitive advantage.

A study investigated (H. Alzoubi et al., 2020; T M Ghazal et al., 2023c), work stress can act as a mediator between team creativity and competitive advantage. Excessive stress can diminish creativity, leading to a reduced ability to generate innovative ideas, problem-solve effectively, and adapt to changing market demands (AlHamad et al., 2021; Farrukh et al., 2023). Consequently, teams may experience limitations in developing unique products, services, or strategies, which can undermine their competitive advantage (Nuseir et al., 2021). Conversely, effective stress management practices can mitigate the negative impact of stress, enabling teams to leverage their creativity and gain a competitive edge (R. S. Al-Marouf et al., 2021a; El Khatib, 2015; T M Ghazal et al., 2023b).

Work stress has an impact on the link between team creativity and competitive advantage (Al-Kassem et al., 2022). Stress levels that are moderate might boost creativity, improving one's competitive advantage (Alzoubi et al., 2019; El Khatib et al., 2019; T M Ghazal et al., 2023a). The team's ability to innovate can be hampered by severe stress, which will reduce their competitive advantage (M T Nuseir et al., 2022b). Organisations seeking to effectively harness team creativity and establish a sustained competitive advantage must employ stress management techniques to maintain healthy stress levels.

3.5. Hypothesis Development

H1: Team Creativity Positively influence Work Stress

H2: Team Creativity Positively influence Competitive Advantage

H3: Work Stress Positively influence Competitive Advantage

H4: Team Creativity positively influence competitive advantage through work stress.

3.6. Research Model

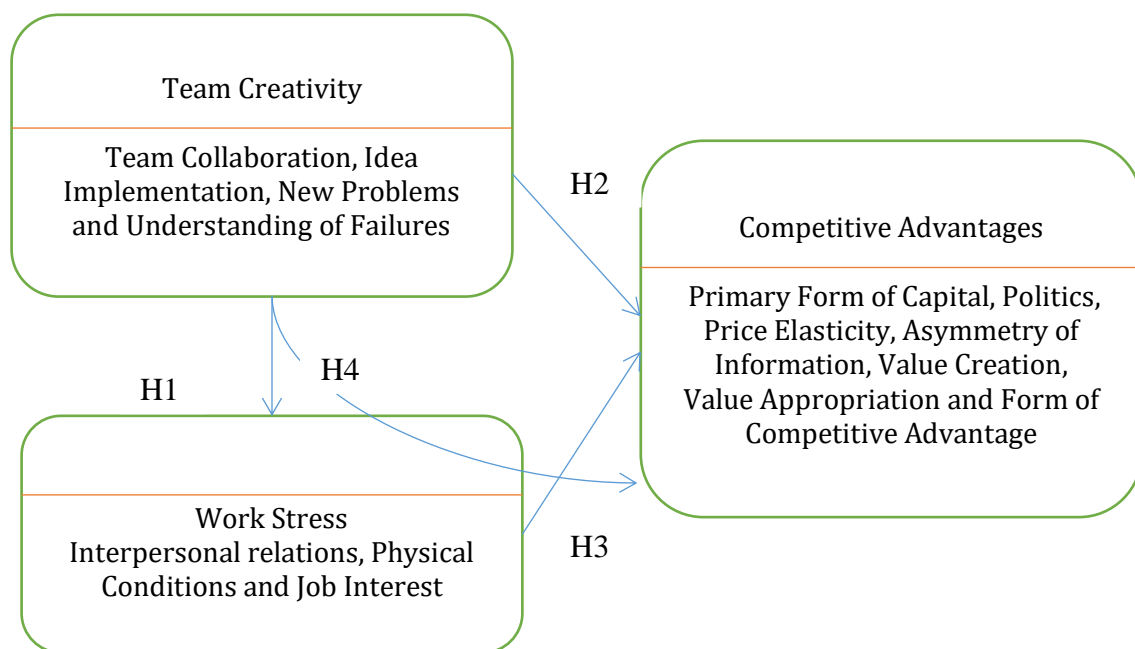


Figure 1 : Research Framework

4. METHODOLOGY

The topic under discussion aims to comprehend the effects of team creativity and workplace stress on the organization's competitive advantage in the retail sector. This will lead to the conduct of an empirical study, the results will allow for the right outcome to be determined. Quantitative method would be applied for this study, therefore the analysis would be conducted with statistical results. For the purpose of the study descriptive research design has been selected with the help of explicit explanation would be done and a structure would be followed with comprehensive explanations would be done in order to reach the conclusion. A deductive approach would be followed for the collection of the data. Primary data source used to evaluate the model. The data was collected from the employees working in retail industry.

5. EMPIRICAL ANALYSIS

This study aims to explore customer preferences in the retail industry. The study investigates the factors influencing customers' purchasing decisions, their satisfaction with the shopping experience, and their perceptions of customer service in retail settings. Semi-structured interviews were conducted with a diverse sample

Table 1 : Model Reliability and Validity

of 20 retail customers to gather rich and detailed data also providing a short concise questionnaire. The findings provide valuable insights into understanding customer needs and preferences in the retail industry, which can inform retailers' strategies to enhance team creativity, reducing work stress and improving competitive advantage.

5.1. Measurement Model Assessment

A consistent PLS algorithm assumes that the constructs are multicollinear and modifies the correlations of the reflective constructs to sort the results according to a factor-model. Since multicollinearity is not present in this formative model, the PLS algorithm was employed instead of the consistent PLS algorithm. Most loadings were significant at 0.70 or 0.50, constituting both the first-order construct and the second-order construct, according to (Hair et al., 2012). However, any indicator that had a loading of less than 0.50 was also retained, taking into account how it contributed to the development of the construct and assuming it had no bearing on how dependable the constructs were. Table 1 displayed the statistical outcomes.

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Team Creativity	0.854	0.811	0.647
Work Stress	0.814	0.859	0.688
Competitive Advantage	0.874	0.855	0.741

Table 2 : Descriptive Statistics, Factor Loadings and Variance Inflation Factor.

Construct	Items	VIF	Loadings	Mean	S.D
Team Creativity	TC1	1.88	7.887.04	3.96	.96
	TC2	1.68	7.68	3.44	.78
	TC3	2.11	8.42	3.52	.84
	TC4	1.79	8.21	2.96	.88
	TC5	1.88	7.04	3.59	.93
	TC6	2.89	7.95	3.07	.64
	TC7	2.45	7.32	2.54	.97
Work Stress	WS1	1.64	9.56	3.99	.81
	WS2	1.93	8.31	3.26	.74
	WS3	1.79	7.65	3.15	.82
	WS4	1.94	7.91	3.89	.81
	WS5	2.69	7.69	3.59	.73
	WS6	2.84	7.39	3.36	.77
Competitive Advantage	CA1	1.44	8.26	3.08	.80
	CA2	1.69	8.69	3.13	.85
	CA3	1.34	7.22	3.74	.74
	CA4	1.65	8.61	3.20	.79
	CA5	2.59	7.49	2.09	.96
	CA6	1.90	7.58	3.22	.80

To ensure that the model measurements can accurately measure the relevant constructs, it is first necessary to analyse the key requirements for indicators validation of the measures. One of the main tests for this evaluation is to carry out several crucial processes as advised by (Hair et al., 2012). As an illustration, consider the indicators factor loadings of the relevant variables, which show how many indicators are needed to measure each factor. Additionally, the indicators must be analysed by looking at their level of reliability, which can be determined using the methods Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha. Additionally, through this technique, the

researchers are able to outline the crucial steps required to evaluate the indicators' dependability. The model validity, also known as internal consistency, is a crucial component of the study and is taken into consideration when presenting the variables.

The average variance extracted (AVE) and composite reliability (CR) outputs from PLS-SEM were used to conduct this test and check for reliability concerns. These results, which are often satisfactory and above the cut-offs, are presented in Table 2. For instance, AVE and CR calculated a type of convergent validity, which demonstrated excellent results for the measurement model. Additionally, the comparatively low standard

deviation of these statements less than (1) indicates constancy in the sample members' attitudes about them.

6. DISCUSSION

Team creativity can potentially enhance competitive advantage, the role of work stress in this relationship requires careful examination. Here, we critically analyze the potential impact of team creativity on competitive advantage in the context of work stress.

The overall study findings revealed team creativity, characterized by the generation of innovative ideas, problem-solving abilities, and adaptability, has the potential to contribute significantly to competitive advantage. Creative teams can develop novel products, services, and strategies, enabling organizations to differentiate themselves in the market. When team members are engaged in creative processes, they can leverage their diverse perspectives and expertise to drive innovation and stay ahead of competitors.

However, the study has also exposed work stress can have both positive and negative implications for team creativity and subsequent competitive advantage. Moderate levels of stress can stimulate team members' cognitive arousal and motivation, enhancing their creative thinking and problem-solving abilities. However, excessive or chronic stress can be detrimental to team creativity. High stress levels can deplete cognitive resources, hinder information processing, and impede the generation of innovative ideas. Therefore, it is crucial to strike a balance between stress levels and creative potential.

Furthermore, effective stress management plays a critical role in optimizing the relationship between team creativity and competitive advantage. Organizations that prioritize stress reduction strategies and create supportive work environments can enhance team members' well-being and creativity. By providing resources, promoting work-life balance, and encouraging stress-reducing practices, organizations can foster a conducive atmosphere for creative thinking. Managing work stress effectively can enable teams to harness their creative potential and gain a competitive edge.

In some cases, team creativity may emerge as a response to work stress. When faced with challenging situations, teams may exhibit adaptive

creativity to overcome obstacles or find innovative solutions. Work stress can act as a catalyst for creative problem-solving, leading to competitive advantages such as improved efficiency, cost reduction, or customer satisfaction. This highlights the importance of recognizing the potential positive outcomes that can arise from leveraging team creativity in stressful environments.

The impact of team creativity on competitive advantage through work stress can be influenced by individual differences and contextual factors. Team composition, leadership style, organizational culture, and industry-specific demands can shape the relationship between team creativity, work stress, and competitive advantage. For instance, organizations that foster a supportive and empowering culture are more likely to promote creative thinking even in high-stress situations, thereby enhancing their competitive advantage.

While team creativity may yield short-term competitive advantages, sustaining long-term competitive advantage requires continuous innovation and adaptability. Therefore, organizations must consider the long-term implications of work stress on team creativity. Chronic or excessive stress can lead to burnout, reduced job satisfaction, and turnover, which can ultimately hinder an organization's competitive advantage. Prioritizing employee well-being and stress management is crucial for maintaining a sustainable creative workforce and competitive advantage over time.

4. CONCLUSION

Team creativity has the potential to both reduce work stress and provide teams a competitive edge, while job stress can have the opposite effect. Organisations must understand how crucial it is to build a supportive and creative work environment, properly manage employee stress, and use team creativity as a catalyst for innovation and difference. Organisations can improve their competitive advantage and prosper in a competitive market by fostering team creativity while reducing workplace stress.

Moreover, the relationship between team creativity, work stress, and competitive advantage is a complex interplay. While team creativity can potentially enhance competitive advantage, the impact of work stress on creativity requires careful

management. Striking a balance between stress levels, providing stress management strategies, and fostering a supportive work environment are critical for optimizing team creativity and gaining a sustainable competitive advantage. Organizations must recognize the nuanced dynamics at play and continually adapt their strategies to maximize the potential benefits of team creativity while minimizing the negative effects of work stress.

- Limitations

While studying the impact of team creativity on competitive advantage through work stress, it is important to acknowledge the limitations of the research. These limitations can help identify areas for future study and provide context for interpreting the findings. Here are some potential limitations of research on this topic :

Generalizability: The findings of any specific study on team creativity, work stress, and competitive advantage may not be generalizable to all industries, organizations, or teams. The context in which the research is conducted, such as the industry type, organizational culture, and team composition, can significantly influence the results. Therefore, caution should be exercised when applying the findings to different contexts.

Measurement Bias: Assessing team creativity, work stress, and competitive advantage is a complex task that often relies on self-report measures or subjective evaluations. This can introduce measurement bias and potential discrepancies between participants' perceptions and objective reality. The reliance on self-report measures may limit the accuracy and reliability of the data collected.

Directionality of Causality: Establishing a causal relationship between team creativity, work stress, and competitive advantage can be challenging. While there may be a relationship between these variables, it is important to consider the directionality of causality. Work stress could potentially impact team creativity, but it is also possible that creative teams can influence the levels of stress they experience. Determining the direction of causality requires longitudinal or experimental designs.

Acknowledging these limitations is crucial for

interpreting and contextualizing the findings of research on the impact of team creativity on competitive advantage through work stress. Future studies should strive to address these limitations by employing more diverse and representative samples, adopting longitudinal designs, considering alternative explanations, and utilizing objective measures when possible.

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Unleash the power of Emotional Intelligence: Order Fulfillment impact on Sales Performance in the Automobile Industry

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ABSTRACT

The automobile industry is a highly competitive sector that demands effective sales performance to drive revenue and maintain market share. Emotional intelligence, the ability to recognize and manage emotions in oneself and others, plays a crucial role in establishing rapport with customers and understanding their needs. Order fulfillment, the process of delivering products to customers in a timely and accurate manner, is vital for customer satisfaction. This research aims to explore the relationship between emotional intelligence, order fulfillment, and sales performance in the automobile industry. By analyzing these factors, organizations can gain insights into strategies and practices that contribute to enhanced sales performance and customer satisfaction. The findings of this study will provide actionable recommendations for optimizing sales processes and achieving sustainable growth in the highly competitive automobile industry.

1. INTRODUCTION

The automobile industry is a highly competitive and dynamic sector that relies heavily on effective sales performance to drive revenue and maintain market share. In this fast-paced environment, sales professionals face numerous challenges, including dealing with diverse customer needs, fierce competition, and fluctuating market trends. To succeed in such an environment, salespeople require a combination of technical skills, product knowledge, and the ability to establish meaningful connections with customers. Two crucial factors that significantly influence sales performance in the automobile industry are emotional intelligence and order fulfillment (Erol et al., 2020).

Emotional intelligence refers to the capacity to recognize, understand, and manage one's emotions as well as those of others. In the context of the automobile industry, emotional intelligence plays a

vital role in establishing rapport with customers, understanding their needs and preferences, and effectively managing relationships throughout the sales process (Hendon et al., 2017). Sales professionals who possess high emotional intelligence can accurately assess customers' emotions, adapt their communication style accordingly, and provide personalized solutions that resonate with the customer's emotional state (Bhalerao and Sharma, 2017). By leveraging emotional intelligence, salespeople can create a positive and empathetic buying experience, fostering customer satisfaction and loyalty.

Order fulfillment, on the other hand, refers to the process of delivering products to customers in a timely and efficient manner (Croxtton, 2003). In the automobile industry, where customers often have specific requirements and expectations regarding

their purchases, order fulfillment plays a critical role in customer satisfaction (Lin and Shaw, 1998; Strader et al., 1998). Timely delivery, accuracy in fulfilling orders, and ensuring that the customer receives the desired specifications are essential components of a successful sales transaction (Sathitsemakul and Calabrese, 2017). Sales teams that excel in order fulfillment can not only meet customer expectations but also build a reputation for reliability and professionalism, further enhancing the sales performance of the organization (Ricker and Kalakota, 1999).

The effects of emotional intelligence and order fulfillment on sales performance in the automobile industry are interconnected (Ma et al., 2018). Emotional intelligence enables sales professionals to understand customer expectations and emotions throughout the sales process, allowing them to tailor their approach and provide a more satisfying experience (Ahmed, 2021). When combined with efficient order fulfillment, emotional intelligence enhances the overall sales performance by creating a positive and seamless customer journey, increasing customer retention, and generating positive word-of-mouth referrals (Bagozzi, 1980).

This research aims to explore and analyze the effects of emotional intelligence and order fulfillment on sales performance in the automobile industry. By examining the relationship between these factors, organizations can gain valuable insights into the strategies and practices that contribute to enhanced sales performance. Additionally, the findings of this study will provide actionable recommendations to automobile industry professionals, enabling them to optimize their sales processes, improve customer satisfaction, and achieve sustainable growth in an increasingly competitive market.

2. THEORETICAL BACKGROUND

2.1 Emotional Intelligence

The ability to recognise, comprehend, control, and effectively use one's own emotions as well as to perceive, understand, and react to the emotions of others is referred to as emotional intelligence (El Khatib et al., 2021a). It entails a collection of emotional skills that people can use to interact with and traverse the social and emotional facets of their personal and professional lives (O'Connor et al., 2019). Self-awareness (the ability to recognise

and understand one's own emotions), self-regulation (the ability to manage and control one's emotions) (Aljumah et al., 2023), motivation (the ability to use emotions to drive achievement and goal-oriented behaviour), empathy (the ability to understand and consider others' emotions), and social skills (the ability to manage relationships, influence others, and form connections) are all parts of emotional intelligence (Gaytan et al., 2023). It is a fundamental component of one's ability to function both personally and interpersonally, enabling effective decision-making, problem-solving, and relationship-building.

Emotional Intelligence Dimensions

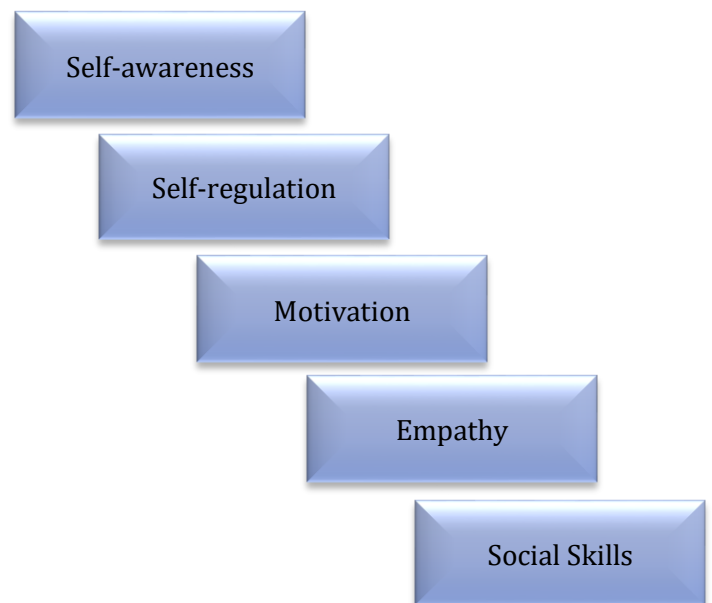


Figure 1: Emotional Intelligence Dimensions

2.2. Order Fulfillment

Order fulfilment in business refers to the procedure of promptly and effectively accepting, processing, and delivering customer orders (Ahmad Ibrahim Aljumah et al., 2022a). It entails a number of procedures, starting with placing the order and ending with the delivery of the goods or services to the customer (AlDhaheri et al., 2023; Tariq et al., 2022a). Order verification, inventory management, picking and packing items, coordinating shipment and logistics, and order tracking are typical steps in the order fulfilment

process. Making sure that consumers receive their orders accurately, quickly, and in good condition is the main objective of order fulfilment (Mohammed T. Nuseir et al., 2022). Customer satisfaction, repeat business, and maintaining a positive brand reputation all depend on effective order fulfilment (Taher M. Ghazal et al., 2023). To optimise the process and exceed customer expectations, the sales, operations, and logistics departments must work well together.

2.3. Sales Performance

Sales performance refers to the measurement and evaluation of an individual's or a team's effectiveness in achieving sales objectives and targets (H. M. Alzoubi et al., 2022b). It involves assessing various key performance indicators (KPIs) and metrics to evaluate the overall sales outcomes and success (A I Aljumah et al., 2022a; Arshad et al., 2023; Gulseven and Ahmed, 2022). Sales performance is typically measured through quantitative measures, such as sales revenue, sales volume, market share, customer acquisition, and profit margins. Additionally, qualitative factors, including customer satisfaction, relationship building, and sales effectiveness, are also considered in evaluating sales performance (Muhammad Turki Alshurideh et al., 2022c; Sakkthivel et al., 2022). The evaluation of sales performance enables organizations to assess the effectiveness of their sales strategies, identify areas for improvement, and make informed decisions to enhance sales productivity and profitability (Alshawabkeh et al., 2021). It involves analyzing individual sales performance as well as the collective performance of a sales team or the entire sales organization (Abudaqa et al., 2021; Khatib et al., 2022a). By consistently monitoring and improving sales performance, businesses can achieve their sales goals, drive revenue growth, and maintain a competitive edge in the market (Nadzri et al., 2023).

3. LITERATURE REVIEW

3.1. Relationship between Emotional Intelligence and Sales Performance

Several research studies and publications in the field provide support to the theoretical framework on the connection between emotional intelligence and sales performance. For a foundational grasp of

this relationship, consider the following fundamental ideas and theories:

Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions, as well as to recognize and influence the emotions of others (Al-Dmour et al., 2023). Sales performance, on the other hand, encompasses various aspects of sales effectiveness, such as sales productivity, customer satisfaction, relationship building, and adaptability (Akour et al., 2021; Nuseir and Aljumah, 2020). According to (Ahmed and Nabeel Al Amiri, 2022; Mubeen et al., 2022), increased emotional intelligence is associated with increased sales productivity among sales reps (Blooshi et al., 2023; Lee et al., 2023). As a result of their improved ability to comprehend and control their emotions, they exhibit more self-motivation, resilience, and goal-directed behavior (Muhammad Alshurideh et al., 2023). Sales people that are emotionally intelligent are better able to deal with rejection, negotiate sales hurdles, and stay focused on hitting sales goals (Abudaqa et al., 2022).

Moreover, in order to establish a contact with customers and comprehend their demands, emotional intelligence is essential (Aziz et al., 2023). Higher emotional quotient salespeople are better at empathizing with clients, paying attention to their concerns, and responding properly (Muhammad Turki Alshurideh et al., 2022a; El Khatib et al., 2021b; Tariq et al., 2022b). As a result, clients are more satisfied since they feel supported, valued, and understood during the sales process.

As highlighted by (Ahmed et al., 2022; Nuseira and Aljumah, 2020), Relationships with clients can become strong and enduring with the use of emotional intelligence (Al-Marooof et al., 2022a). High emotional intelligence salespeople succeed in relationship-building techniques like clear communication, creating a sense of trust, and handling disagreements (H. M. Alzoubi et al., 2022g; E. Khatib et al., 2021). They develop sincere connections with clients by being emotionally aware of their requirements and adapting their approach accordingly (Muhammad Turki Alshurideh et al., 2023a; Khatib et al., 2022b; Varma et al., 2023). This increases client loyalty and repeat business. Dealing with rejection, ambiguous situations, and demanding conditions are common in the sales industry. Sales employees that possess emotional intelligence are more able to adjust to changing situations, control stress, and

recover from failures (Aljumah et al., 2020; Muhammad Turki Alshurideh et al., 2023c; El Khatib and Ahmed, 2020). Their capacity to manage difficult sales situations and maintain performance is improved because they are better able to control their emotions, remain cool under pressure, and have a positive outlook (Al-Marroof et al., 2022b; Khan et al., 2022).

3.2. Relationship between Order Fulfillment and Sales Performance

According to (A I Aljumah et al., 2022b; T M Ghazal et al., 2023c), order fulfilment is the procedure for receiving, handling, and sending out client orders in order to deliver goods or services to customers in a precise, timely, and effective manner (H. M. Alzoubi et al., 2022f; Nuseir, 2021; Yasir et al., 2022). Contrarily, sales performance includes a variety of measures of sales effectiveness, such as sales income, customer happiness, and client loyalty (Al-Kassem et al., 2022; M. Alshurideh et al., 2022). Customer satisfaction is directly correlated with efficient order fulfilment (Amiri et al., 2020). Customers are more likely to be happy with their purchasing experience when orders are filled precisely, promptly, and error-free (Khatib and Oplencia, 2015). A study by (H. M. Alzoubi et al., 2022e) revealed, customers who are happy with the service are more inclined to buy from the company again, recommend it to others, and spread the word about it (Al-Kassem, 2017; Louzi et al., 2022a). On the other hand, subpar order fulfilment might result in unhappy customers, unfavourable reviews, and possibly lost sales prospects (Aljumah et al., 2021a; M Alshurideh et al., 2023a).

A variety of authors suggested (Aityassine et al., 2022; Tariq et al., 2022a), building customer loyalty depends heavily on effective and trustworthy order fulfilment procedures. Customers gain trust and confidence in an organization when they routinely receive their orders as promised (I. Akour et al., 2022; M. El Khatib et al., 2021). This satisfying experience promotes client loyalty and encourages repeat purchases (Alzoubi et al., 2020; B. Kurdi et al., 2022; Nuseir, 2020). On the other hand, uneven or tardy order fulfilment can damage client loyalty and possibly cost future sales by undermining their trust (I. A. Akour et al., 2022; Al-Kassem et al., 2013; M T Alshurideh et al., 2022).

A study summarized the streamlined and effective order fulfilment procedures boost sales revenue (El Khatib and Ahmed, 2018). Customers are more likely to complete their purchase and even make additional purchases when orders are processed quickly and precisely (Mat Som and Kassem, 2013). Additionally, efficient order fulfilment opens additional channels for cross- and up-selling (Aljumah et al., 2021b). Salespeople can use client interactions to offer more items or upgrades, boosting the entire sales value, by giving outstanding service during the order fulfilment process (Louzi et al., 2022b).

Theoretically, in order to fulfil the brand promise, orders must be fulfilled. An organization can develop a solid brand reputation by routinely completing orders quickly and effectively (Al-Awamleh et al., 2022; Muhammad Turki Alshurideh et al., 2023b; Hani Al-Kassem, 2021). Customers who are pleased recommend the business to others, which strengthens its reputation and draws in new clients.

On the other hand, inadequate order fulfilment can hurt the organization's overall sales success by causing poor customer perceptions (El Khatib et al., 2020), decreased sales, and brand reputation damage (T M Ghazal et al., 2023b; Nuseir et al., 2021). Order fulfilment and the effectiveness of the sales team are strongly associated (Al-Kassem, 2014; H. M. Alzoubi et al., 2022a; El Khatib, 2015). To meet client expectations and hit sales goals, sales professionals depend on quick and accurate order fulfilment (Farrukh et al., 2023). Sales teams may concentrate on selling activities when order fulfilment procedures are effective because they can trust the operations team to manage the process efficiently (Al-Kassem et al., 2012; B. Al Kurdi et al., 2022; Nuseir and Elrefae, 2022). Overall sales performance and organizational success are influenced by the coordination and cooperation between the fulfilment and sales teams (R. S. Al-Marroof et al., 2021b; El Khatib et al., 2019).

3.3. Relationship between Emotional Intelligence and Sales Performance through Order Fulfillment

According to (Akour et al., 2023; Mat Som and Kassem, 2013), the effectiveness of order fulfilment might be affected by the link between emotional intelligence and sales performance. The term "emotional intelligence" (EI) refers to a

person's capacity for self-awareness, self-awareness, self-management, empathy for others, and efficient interpersonal relationship management (Al-Kassem et al., 2022; H. Alzoubi et al., 2022; Khatib et al., 2016; M T Nuseir et al., 2022a).

Strong relationships with customers can be developed more easily by salespeople with high emotional intelligence. They can build rapport and trust with customers by comprehending their needs and emotions (A. Al-Marooof et al., 2021; Bawaneh et al., 2023). This increases the likelihood that customers will do business with them again and will be loyal to their brand (Alzoubi and Ahmed, 2019). Emotional intelligence helps salespeople effectively communicate with clients throughout the order fulfillment process. They can tailor their language, tone, and approach to meet individual customer needs, ensuring clear and concise communication that minimizes misunderstandings or misinterpretations (El Khatib and Ahmed, 2019).

Several studies highlighted (H. M. Alzoubi et al., 2022d; Kassem and Martinez, 2022), in sales, objections and conflicts may develop during the order fulfillment process. High emotional quotient salespeople are better suited to deal with these circumstances under control (Khatib, 2022; M T Nuseir et al., 2022b). They are able to control their own emotions, actively listen to client complaints, and respond to them constructively, ultimately leading to an increase in customer satisfaction and a decrease in potential conflict.

Emotional intelligence enables salespeople to adapt to changing circumstances and solve problems effectively (AlHamad et al., 2021; Alshurideh et al., 2020). Salespeople that have emotional intelligence are better able to maintain composure when faced with unforeseen difficulties during order fulfillment and come up with solutions that meet or even surpass customer expectations (Nuseir and Aljumah, 2022).

Order fulfillment can be a high-pressure situation, just like sales (Almasaeid et al., 2022). When confronted with challenging circumstances, emotional intelligence enables people to control their stress and keep their resilience (R. S. Al-Marooof et al., 2021a; T M Ghazal et al., 2023a; Nuseir et al., 2020). Strong emotionally intelligent salespeople can deal with setbacks, rejections, or delays without getting discouraged, keeping their

motivation and focus on efficiently filling orders (H. M. Alzoubi et al., 2022c).

Order fulfillment often entails cooperation across several departments or team members (Alawadhi et al., 2022; Ahmad Ibrahim Aljumah et al., 2022b; Muhammad Turki Alshurideh et al., 2022b). Emotional intelligence facilitates effective collaboration and teamwork by fostering positive relationships, promoting open communication, and encouraging a supportive work environment (M. Alzoubi et al., 2021). Sales workers with high emotional intelligence may work harmoniously with colleagues, leading to a smooth and fast order fulfillment process.

4. METHODOLOGY

Research problems are examined and conceptualised using a systems theory-based theoretical framework.. Understanding the connections and interactions between these elements is crucial because it enables understanding of organizations sales performance and enhanced customer perceptions to purchase. Three study construct were examined through data collection by marketing agencies to evaluate the sales performance in automobile industry. Primary data source gathered from online survey and secondary data source include the articles, journals, books and academic publications.

This research is anchored on a quantitative and empirical research, in which a descriptive approach is employed. There are 16 participants from two different automobile companies, Volkswagen and Tesla automobile firm. The participants were obtained through online formal letters. For the purpose of collecting the data, the researchers employed the descriptive statistics and frequency distribution.

4.1. Population and Sample

The research targeted 16 participants (10 men and 6 women) from two different automobile companies, Volkswagen and Tesla automobile firm. Two of the participants were CEOs of the two firms; four were HR managers, while the remaining ten were junior employees. Recruitment of the participants done online, through formally written letters. The major reason for using different subjects from different levels is to record observations that reflect different people from different settings under similar conditions. Meta-

analytic found different attitudes, behaviors, and beliefs in different genders. The small sample is based on time constraints and the busy schedules that characterize the sample population.

5. DATA ANALYSIS

The proposed research was based on 10 close-ended questions. The respondent data is displayed below in figure 2.

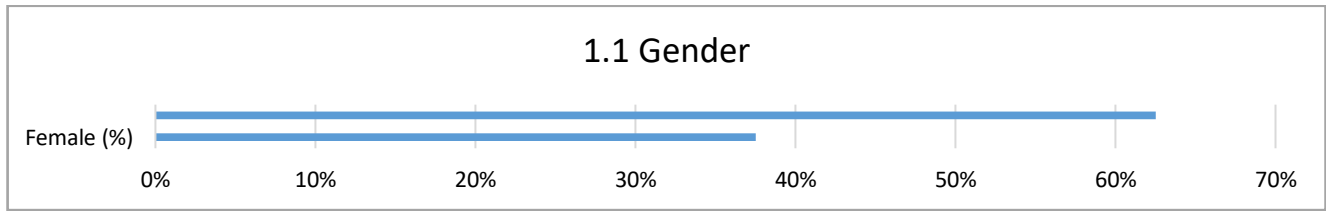


Figure 2: Gender

Based on the result, more than 60% are male and

almost 40% are female. This shows that most of the respondents are male.

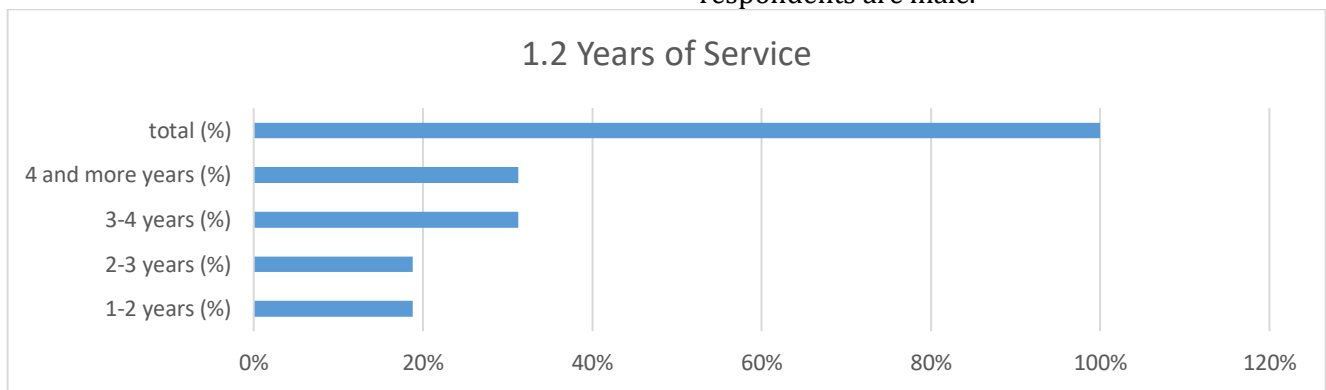


Figure 3: Job Experience

The result shows almost 20% are in 1-2 years of service and 2-3 years, and an approximately over

35% are in 3-4 years and more in service. This indicates that most of the respondents are in service for 3-4 years and more.

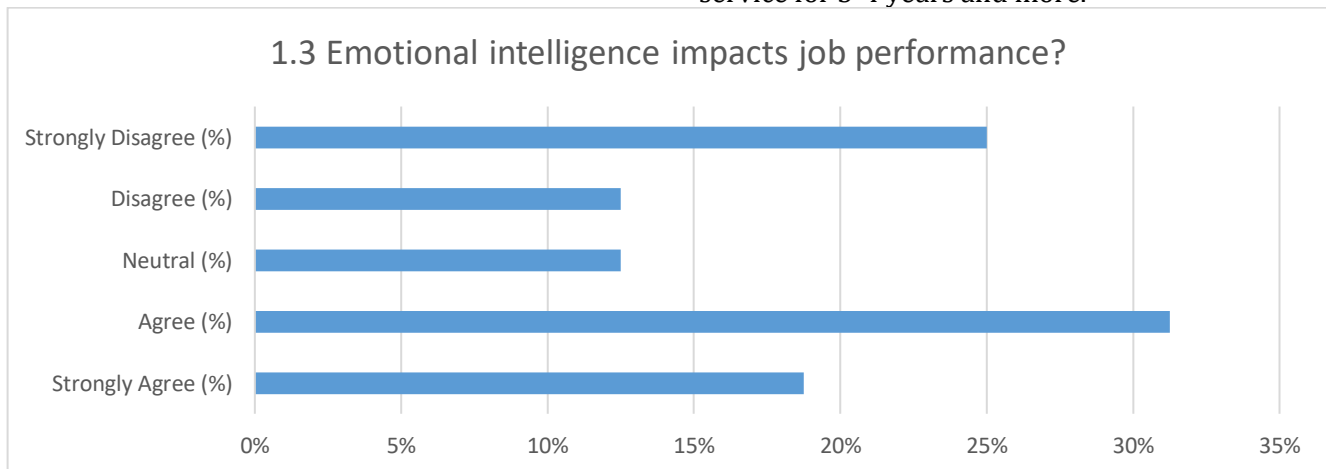


Figure 4: EI impact JP

Based from the obtained responses, there are almost 20% strongly agree, more than 30% agree, approximately 13% neutral and disagree, and 25%

who responded strongly disagree. The result shows that most of the respondents agreed that emotional intelligence impacts job performance.

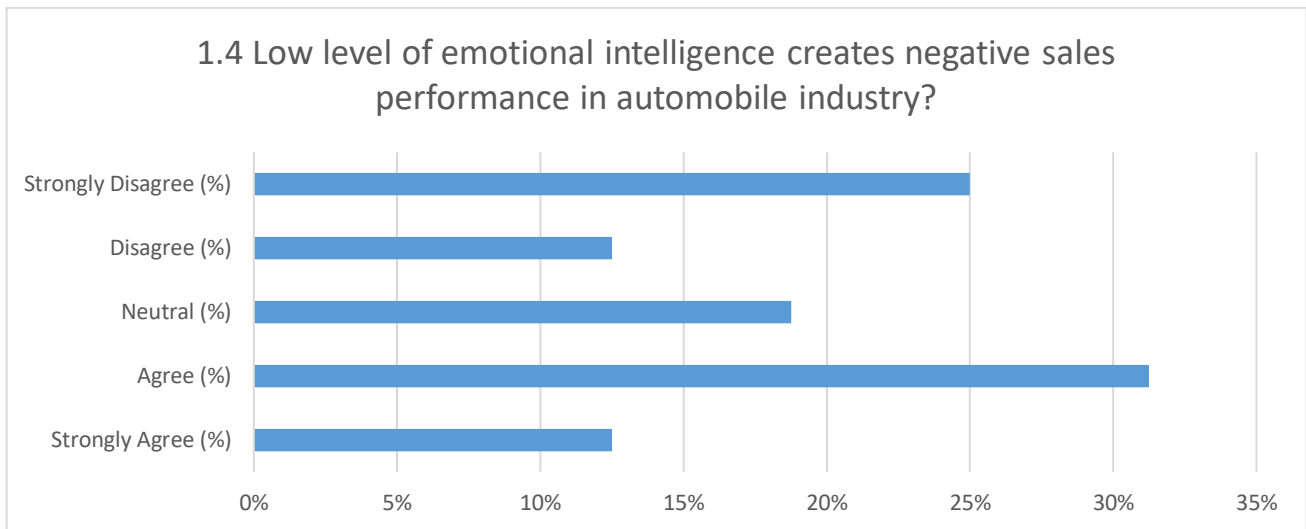


Figure 5: EI impact on SP

The result shows an approximately 13% strongly agree an disagree, more than 30% agree, almost 20% are neutral, and 25% strongly disagree. This

indicates that most of the respondents agreed that low level of emotional intelligence creates negative sales performance in automobile industry.

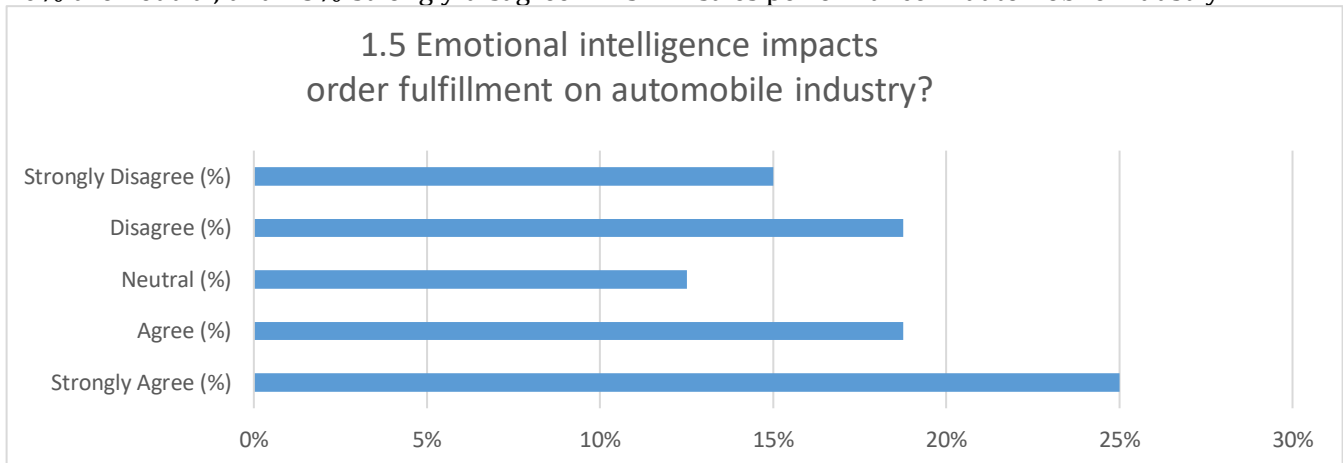


Figure 6: EI impact OF

Based from the obtained result, 15% strongly disagree, almost 20% responded disagree and agree, more than 10% responded neutral and 25% are strongly agree. This shows that most of the

respondents strongly agree that emotional intelligence impacts order fulfillment on automobile industry.

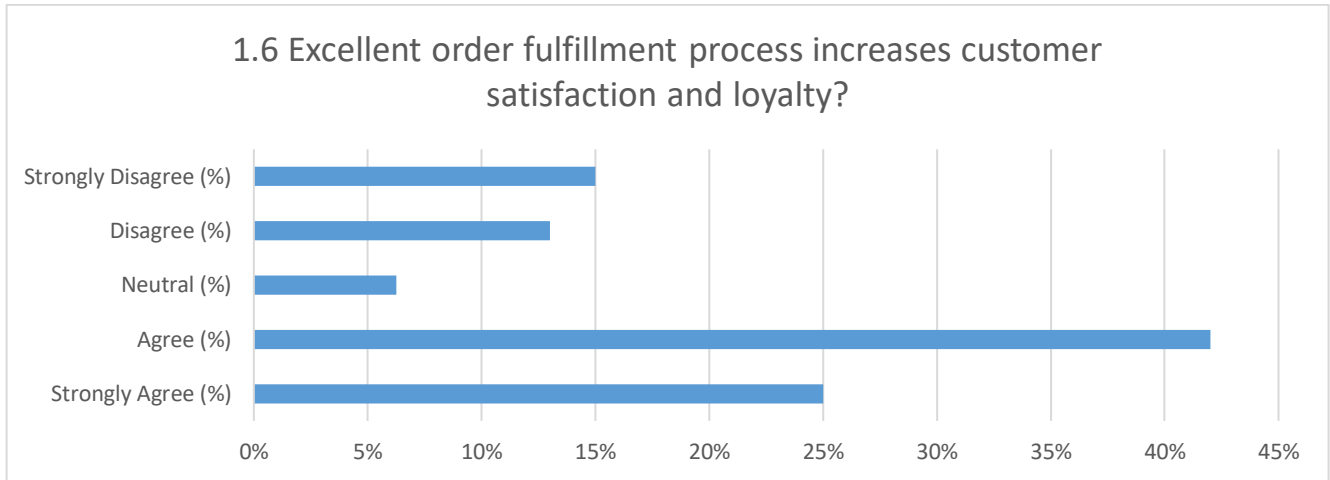


Figure 7: Customer Satisfaction

The result shows an approximately 15% strongly disagree, approximately 13% disagree, below 10% who are neutral, more than 40% agree and an approximately 25% responded strong agree. With

the result, it clearly indicates that most of the respondents agreed that excellent order fulfillment process increases customer satisfaction and loyalty.

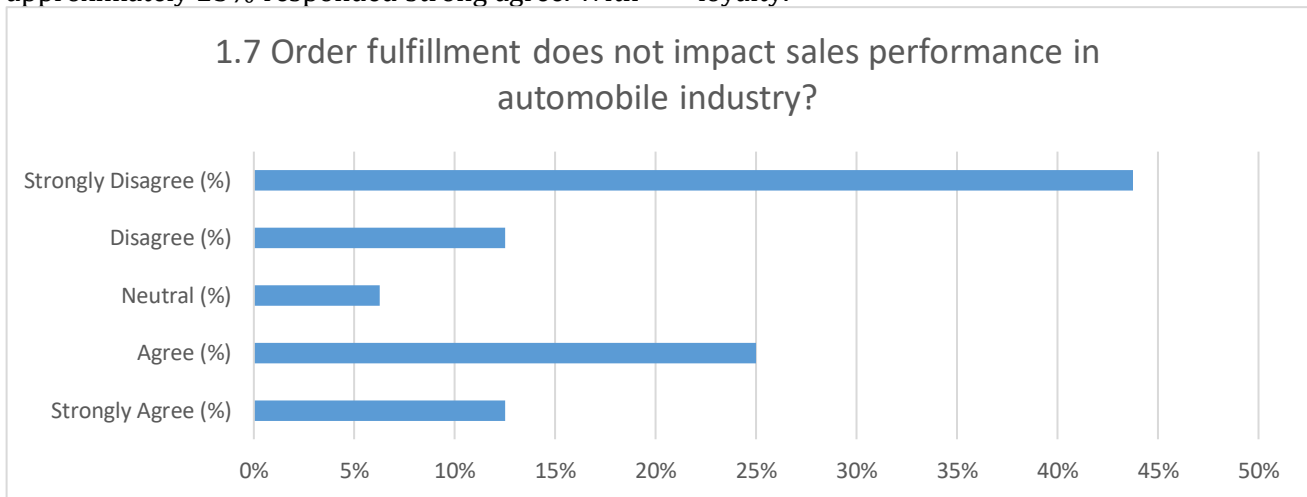


Figure 8: OF impact SP

The result shows more than 10% strongly agree and disagree, below 10% are neutral, approximately 25% agree and more than 40% responded strongly disagree. This shows that most

of the respondents strongly disagree that order fulfillment does not impact sales performance in automobile industry.

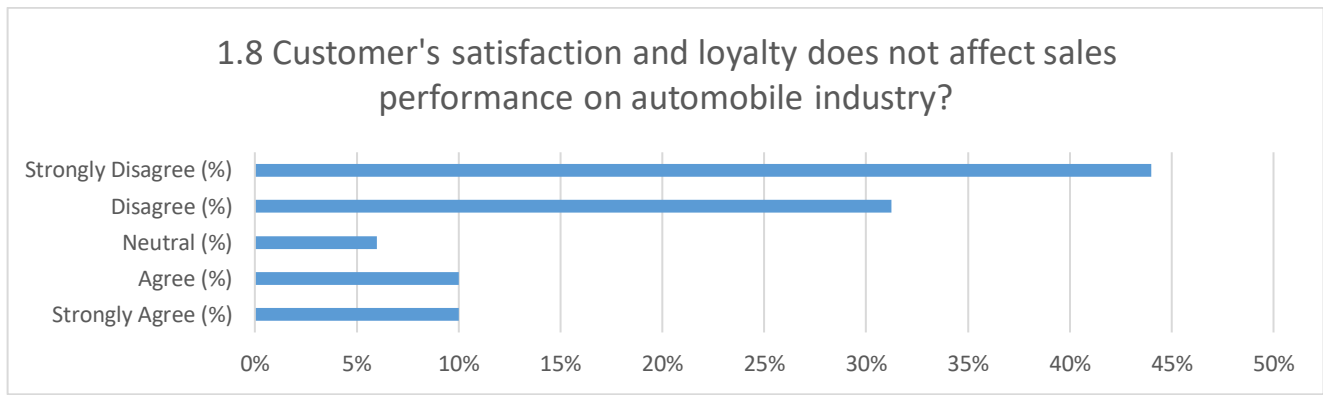


Figure 9: Customer Satisfaction impact SP

Based from the obtained result, 10% responded strongly agree and agree, below 10% are neutral, around 30% disagree and more than 40% responded strongly disagree. This indicates that

most of the respondent strongly disagree that customer's satisfaction and loyalty does not affect sales performance on automobile industry.

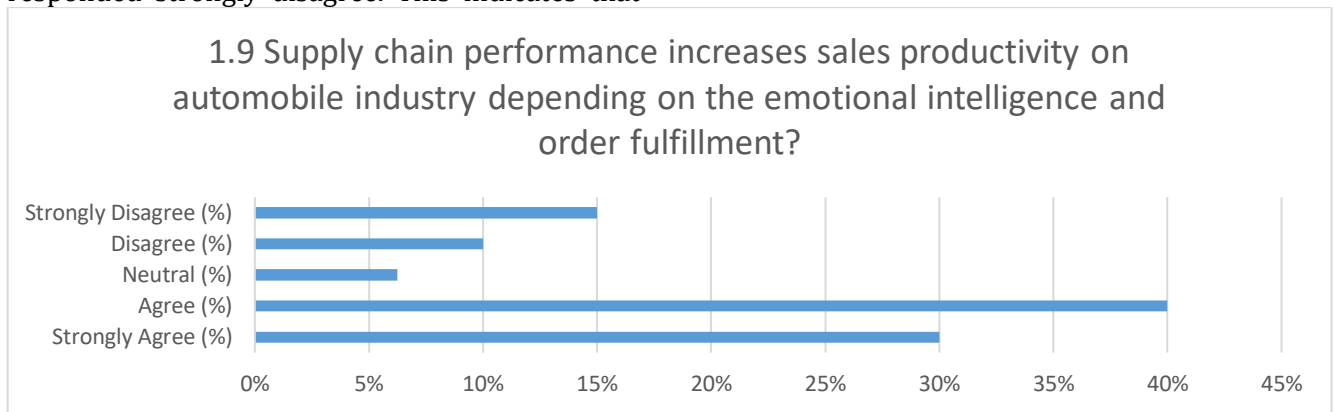


Figure 10: SP impact

Based from the obtained responses, 15% strongly disagree, 10% disagree, more than 5% are neutral, 40% agree and 30% disagree. The result shows that most of the respondents agreed that supply chain performance increases sales productivity on

automobile industry, depending on the emotional intelligence and order fulfillment.

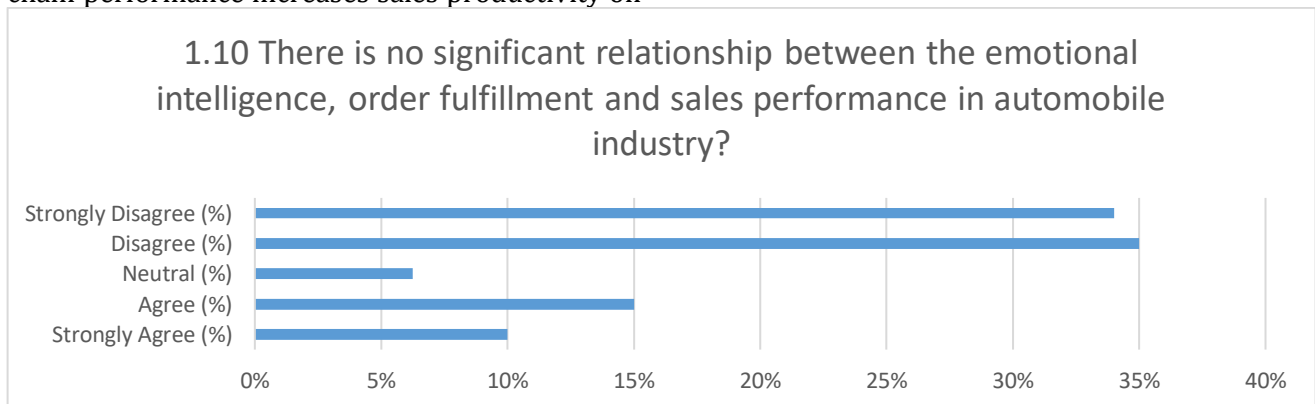


Figure 11: Relationship between EI, OF, and SP

The result shows 10% strongly agree, 15% agree, more than 5% are neutral, around 35% disagree

and strongly disagree with almost 35%. This indicates that the respondents disagree that there

is no significant relationship between the emotional intelligence, order fulfillment and sales performance on automobile industry.

6. RESULTS AND DISCUSSION

The impact of emotional intelligence and order fulfillment on sales performance in the automobile industry is a complex and multi-faceted topic. While emotional intelligence and efficient order fulfillment processes can contribute to improved sales performance, it is important to consider various factors and challenges specific to the automobile industry. Here's a critical discussion on this subject:

H1: Emotional Intelligence positively associates Sales Performance

Emotional intelligence plays a crucial role in the automobile industry, where sales professionals interact directly with customers in the sales process. Salespeople with high emotional intelligence are better equipped to understand and meet the needs of customers, build rapport, and provide personalized assistance. They can effectively manage customer expectations, handle objections, and close deals. Emotional intelligence also supports relationship building, customer loyalty, and after-sales service. However, it is important to note that emotional intelligence alone may not guarantee sales success in the automobile industry. Factors such as product knowledge, negotiation skills, and market conditions also influence sales outcomes.

H2: Order Fulfillment positively associates Sales Performance

Efficient order fulfillment processes are vital in the automobile industry to ensure customer satisfaction and maintain a positive brand image. Timely and accurate delivery of vehicles, along with proper documentation and quality checks, are essential for a seamless customer experience. Effective order fulfillment also involves coordinating with manufacturers, distributors, and logistics providers to manage inventory, track shipments, and handle any potential delays or issues. However, in the automobile industry, order fulfillment can be complex due to factors such as customization options, inventory management challenges, and geographic distribution. These complexities can impact order fulfillment

timelines, potentially affecting customer satisfaction and sales performance.

Industry-Specific Challenges:

The automobile industry presents unique challenges that can influence the impact of emotional intelligence and order fulfillment on sales performance. For instance, the high involvement and financial implications associated with purchasing a vehicle make the sales process more complex and lengthy compared to other industries. Customers often conduct extensive research, seek multiple test drives, and engage in negotiation processes. Therefore, emotional intelligence needs to be coupled with specialized knowledge of the automobile industry, technical expertise, and an understanding of financing options. Additionally, factors like competition, economic conditions, and consumer preferences for alternative transportation methods can impact sales performance, regardless of emotional intelligence or order fulfillment efficiency.

Technological Advancements:

Technological advancements in the automobile industry, such as online sales platforms, virtual showrooms, and e-commerce channels, have changed the dynamics of sales and order fulfillment. While emotional intelligence remains important in virtual interactions, the emphasis on order fulfillment shifts towards efficient online transactions, virtual vehicle delivery, and post-sale support. Adapting to these technological advancements and effectively managing the customer journey across digital platforms become critical for sales performance in the modern automobile industry.

In addition, emotional intelligence and efficient order fulfillment processes can positively impact sales performance in the automobile industry. However, it is essential to recognize and address industry-specific challenges, customer expectations, and technological advancements. A holistic approach that combines emotional intelligence, industry expertise, effective order fulfillment, and adaptation to changing customer preferences is key to achieving sustained sales success in the automobile industry.

7. CONCLUSION

Effective order fulfillment and emotional

intelligence both have a big impact on sales performance. Sales professionals may connect with consumers, comprehend their requirements, and establish lasting relationships due to emotional intelligence, which places a high emphasis on self-awareness, self-regulation, empathy, and social skills. Higher client happiness, repeat business, and improved sales results follow from this.

Similarly, effective order fulfillment processes, including accurate and timely delivery, contribute to customer satisfaction and loyalty. When customers receive their orders as promised, it enhances their overall experience and increases the likelihood of repeat purchases. Streamlined order fulfillment also enables sales teams to focus on selling activities, improving their overall performance and productivity.

However, it is important to consider the specific challenges and dynamics of different industries. Factors such as industry-specific complexities, technological advancements, and market conditions can influence the impact of emotional intelligence and order fulfillment on sales performance.

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Travel Bloggers and Vloggers stimulus the Sustainability: An Empirical Evidence of Digital Marketing from Travel and Tourism Industry

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ABSTRACT

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The use of social media as a source of information for travellers is becoming increasingly important. The purpose of this study is to investigate how frequently social media websites appear in search engine results when searches are related to travel. In order to imitate how a traveller may use a search engine to plan their trip, the study used a collection of pre-defined terms. According to an analysis of the search results, social media accounts for a sizeable fraction of them, proving that search engines probably direct users to social media destinations. This study supports social media's growing importance in the field of internet travel. It serves as more evidence of the difficulties faced by traditional providers of travel-related data. Suggestions for tourism marketers in terms of online promoting methodologies are talked about. Blogs and vlogs have gotten to be an extraordinary reality of standard of living. Blogging and vlogging practice, which started essentially as a spare time activity at that point, has now come to be a profession for many. The foremost exceptional illustration of this may well be watched through the use of travel blogs. Undoubtedly, nowadays travel blogs and vlogs are critical work ranges inside the travel and tourism sustainability. In terms of fetched and sparing on time in specific, and abundance in data as well as simple get to information, Internet advances such as blogs and vlogs have gotten to be striking communication and promoting stages both for tourism supply and for request.

1. INTRODUCTION

Socially interceded sustainability may begin with, be considered by reflecting on what we mean by social media, at some point referred to as modern media. Of a specific pertinence in social media's capacity to arrange data in ways which can have

the control to exceptionally rapidly accelerate mass engagement. From viral promoting campaigns to the person download and/or seeing of a video by millions inside the space of some days, we are in uncommon data age where social

connectivity is progressively organized (Edelman and Heller, 2015). Sustainability may be a worldwide challenge and the control of social media places within the hands of people genuine conceivable outcomes for affecting positive change (Shreeraksha Shankar and Hampesh K S, 2023).

There are numerous critical forecasts for the future of our planet, and this book's preface is that among the cluster of data and communication innovation apparatuses accessible to stakeholders, extending from destinations to those all along the supply chain, none are more imperative than those which are within the hands of the person, the customer, the tourist (Ahmad Ibrahim Aljumah et al., 2022b; M. T. Alshurideh et al., 2023a). This chapter in this manner offers illustrations of current and potential roles for blogs and vlogs as a vehicle for positive change in sustainability of travel and tourism industry. Maybe bloggers and vloggers will eventually enable people to come together and accomplish critical mass to impact the change, which is imperative for the continuance of the travel and tourism industry (Viliyan et al., 2020). 'Critical mass' initially refers to the joining of the components fundamental to make a nuclear response. Independently these components have powerful potential but brought together within the right way they can deliver a dramatic change through criticality - the minimum amount of material necessary for a fission to result in an extra fission (Kamal, 2016). Some would argue that this is often what is presently required in sustainable tourism: a chain response of informed choices in sustainable directions (Nuseir and Elrefae, 2022). In this study we explore the possibilities of this latent potential coming together. It focuses on the power of blogs and vlogs as an agent of change for sustainable travel and tourism development. We stand at an interesting and important crossroads where criticality is possible, and this chapter will concentrate on what this is and what may be. (Kassem and Martinez, 2022; Warmbrodt et al., 2008) argue that Web 2.0's potential for sustainability could be progressed through sustainability participation, particularly focused on wikis, blogs, vlogs and podcast.

2. THEORETICAL BACKGROUND

The blogosphere is the neighbourhood or realm in which blogs of all kinds exist. There are a variety of

travel blogs in the blogosphere, including consumer to consumer (C2C), business to business (B2B), business to consumer (B2C), and government to consumer (G2C). (Nuseir, 2021). However, customer to customer (C2C) is the most desired (M. Alzoubi et al., 2021). It seems that blogs are used in a variety of ways in the tourism industry as well. The following are some examples of how blogs are used in the tourism industry: traveller blogs like igougo.com and realtravel.com, blogs specialising in customer reviews like tripadvisor.com and holidaycheck.com, blogs from companies that are involved in the travel industry like travel agencies (tui.com and statravelblogs.com), and blogs from well-known tour operators like lonelyplanet.com (Al-Kassem et al., 2022; M. El Khatib et al., 2022b).

The word "flashpackers" is used to define these modern, growing patterns of "corporeal" travel that combine technology. In these cases, travelling is done not just by oneself but also with electronic gadgets (Muhammad Turki Alshurideh et al., 2022a; Nuseir, 2020). The development of these digital gadgets and social media platforms has led to a sharp rise in the number of tourism bloggers and vloggers, which has had a profound impact on the tourism sector. The writers, (Hani Al-Kassem, 2021; Lee et al., 2023) The authors proceed on to say that "flashpackers" are able to travel "fluidly" and that they can "connect instantly with multiple networks" thanks to digital technologies. This is still the case today, as tourists in general and not just travel vloggers carry smartphones and other digital devices to "capture the moment" and disseminate to their networks. (Gyenge et al., 2021).

At least since the late 1990s, there have been virtual tourist communities where travellers can share thoughts and experiences on subjects of shared interest. Several academics have looked into the function and impact of such tourist communities as sources of tourist information. More lately, brand-new online tools have appeared that significantly increase the internet's growing significance in the travel industry. Web 2.0 in tourism, also known as "Travel 2.0," today includes cutting-edge tools like RSS-feeds, mash-ups, AJAX, tagging, wikis, forums, and message boards, as well as customer rating and evaluation programmes, virtual community games (like Second Life), podcasting, blogs, and online videos (vlogs), are all

examples of media and content syndication (Al-Kassem, 2017; Aljumah et al., 2023; M. El Khatib et al., 2022a; Nadzri et al., 2023).

The greater perceived trustworthiness of customer comments compared to conventional tourist information sources is undoubtedly one of the main causes of this phenomena. The absence of direct experience with a tourism product, which makes it difficult to assess its quality and benefits prior to consumption, has frequently been cited as a major problem in tourism (Voramontri and Klieb, 2019). In response, word-of-mouth has been considered one of the most significant information sources for trip planning, partly because the source of the message is recognised as being independent (H. M. Alzoubi et al., 2022b; El Khatib et al., 2021). Academics and professionals agree that online evaluations and recommendations are becoming more common (Ahmad Ibrahim Aljumah et al., 2022a). According to a recently released survey from eMarketer.com, for instance, many more consumers in the UK trusted websites with amateur evaluations than those with professionally prepared recommendations or travel companies (Lin et al., 2020). The Austrian National Tourism Organization's earlier research also showed that German tourists tend to view internet customer reviews as having a high legitimacy. According to a recent research with Tripadvisor.com customers, reading travel-related blogs and perusing other travellers' comments and materials online were the most popular activities during trips and travels (Huerta-Álvarez et al., 2020).

2.1. Operational Definitions

According to the eMarketing Institute, the term "vlog" refers to a video blog with video content. It was founded for either commercial or noncommercial goals. Vlogging and blogging share a lot of similarities when comparing "blog VS vlog". In actuality, many bloggers have transitioned to vlogging, and many vloggers also maintain blogs. The appearance and format of the material change significantly between blogs and vlogs. According to Lifewire, podcasts—a term that was used to describe both audio and video blog posts—were used to describe vlogs in the early days of blogging. Thus, vlogging has evolved into a hybrid of blogging and streaming. Another name for a vlog is a "videocast" or "vodcast." In addition, Motovlogs

are vlogs that feature the act of riding a motorcycle.

According to 'makeawebsitehub', a blog is an online diary or journal, yet often a blog is also used by large scale sites to deliver articles and postings to their readers (El Khatib and Ahmed, 2020). A blog is typically a website or a component of a website, however individuals can also create blogs within social media. Blogs may include text, graphics, videos, audio, documents, GIFs, and other types of content (Warmbrodt et al., 2008).

The best use of a blog is to publish ideas and content that your readers would find interesting. A photographer, for example, might include more photographs in their blog because they wish to offer more photography content (Khatib and Opulencia, 2015; Mat Som and Kassem, 2013). A ProfileTree blog exists. We want to share information with our fans via this blog, including numerous articles regarding the services we provide. Interestingly, this blog post will appear on our website (M. Alshurideh et al., 2023; Mohammed T. Nuseir et al., 2022).

Particularly in the last few years, blogs have multiplied quickly and have gained popularity. In April 2007, Technorati tracked nearly 70 million blogs in its quarterly "State of the Blogosphere" report, with around 120,000 new blogs being established every day (R. S. Al-Marroof et al., 2021). The 'World Live Web' was tracking 102 million blogs as of September 2007, and the daily rate of new blog creation had risen to 175,000. Tourism and travel, which have historically been among the most popular content categories on the internet, are significantly impacted by this trend (El Khatib, 2015). Over 20% of consumers rely on user-generated content (UGC) when making travel plans, according to a recent Compete Inc. survey. UGC already has an impact on nearly \$10 billion in annual online travel bookings in the United States (A I Aljumah et al., 2022a).

Understanding sustainability is challenging. The definition that is most widely used is that of the UN World Commission on Environment and Development, which states that "sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Taher M. Ghazal et al., 2023)." According to the charter of the UCLA Sustainability Committee, sustainability is defined as "the physical

development and institutional operating practises that meet the needs of current users without compromising the ability of future generations to meet their own needs, particularly with regard to use and waste of natural resources" (Blooshi et al., 2023; El Khatib et al., 2019).

Sustainable behaviours foster the wellbeing of people, the environment, and the economy (Aljumah et al., 2020). Sustainability holds that resources are finite and should be used wisely and carefully, keeping long-term objectives in mind as well as the effects of how they are used (Al-Kassem et al., 2013). "Sustainability, put simply, is concerned with the world we will leave for our children and grandchildren (Kristoffersen et al., 2021).

The travel and tourism industry is one of the world's largest industrial sectors (Blooshi et al., 2023). It encourages peace, economic growth, and social progress. The sector employs hundreds of millions of people worldwide (Abudaqa et al., 2021; I. A. Akour et al., 2022).

2.2. Research Problem Statement

The purpose of this research is to assess the impact of travel bloggers and vloggers on the sustainability at travel and tourism industry. On top of that works in evaluating the progress and development on how do travel bloggers and vloggers help to sustain the travel and tourism industry.

3. LITERATURE REVIEW

With the help of travel blogs, places can now convey their tales and create strong relationships with potential visitors. As travel information sources described blogs as online, publicly accessible virtual journals, advanced word-of-mouth marketing is the most popular. Blogs compile a collection of text, audio, video, and images (Bawaneh et al., 2023). Travel bloggers and vloggers often focus on specific aspects of sustainability, such as eco-friendly accommodations or responsible wildlife tourism, while neglecting other critical issues, such as the social and cultural impacts of tourism (Ahmed et al., 2022). This selective focus may result in an imbalanced representation of sustainability, giving the audience a limited understanding of the broader challenges and opportunities in the travel

and tourism industry. Influencers should strive to address a wide range of sustainability dimensions and encourage their audience to adopt a holistic approach to responsible travel. They are like virtual stories, full of experiences that provide the open a taste of what experiences may be like when going to the goal. The translations of these encounters are getting to be increasingly prevalent with the assistance of social stages. Individuals can share blogs posts with family, companions, which permits interaction and construct an engagement with potential guests that can turn into unused guests to the goal (Al-Kassem et al., 2012). Investigate moreover appears that individuals tend to believe in online word of mouth more than traditional media (Akour et al., 2023).

Bloggers inspirations for creating posts change from entertainment, data, and self-expression.

Travel blogs have reportedly assumed a significant role in the online world, helping to promote locations to people. According to (Alshawabkeh et al., 2021; Arshad et al., 2023; El Khatib and Ahmed, 2019; Varma et al., 2023) there are around 173 million blogs on the Internet, with more blogs appearing as time goes on (Amiri et al., 2020). This would imply for marketers that travel blogs are well-known and have significant effects on destination marketers and the duties carried out by DMOs (destination management organisations) (I. Akour et al., 2022).

These days, the only essential tools needed to start a travel vlogging business are a smartphone, an advanced camera, and possibly a drone. You also need an online open profile to share and record your tour (El Khatib et al., 2020b). Numerous social media platforms, including Facebook, Youtube, Snapchat, and Instagram, support travel vloggers (Sakkthivel et al., 2022) argues that each social media stage needs a "network architecture" to achieve its unique "objectives" and describes each social media stage as intriguing in its own way (Nuseir and Aljumah, 2020). It is important to note, however, that these social media stages are progressively becoming more similar to one another (Nuseira and Aljumahb, 2020). For instance, the "stories" function, which debuted in the Snapchat app, is now also available on Facebook and Instagram (Aityassine et al., 2022; H. M. Alzoubi et al., 2022a).

With the launch of IGTV (Instagram TV) videos,

Instagram in particular has advanced by enabling vloggers to create videos that can be streamed on their channels—a practise very similar to that of YouTube. The Instagram IGTV function has recently seen a significant increase in usage among travel vloggers. It can be used to make small landscapes (H. M. Alzoubi et al., 2022e; T M Ghazal et al., 2023c; Yasir et al., 2022). The use of photography as a "useful device for analysing the representation of a place" becomes crucial while creating content for a travel vlog (A I Aljumah et al., 2022b; M. El Khatib et al., 2021; Kurdi et al., 2022c). Vloggers may edit and share images while on the road by using tools like high-tech cameras, drones, and editing software (Farrukh et al., 2023).

A vlogger is responsible for creating material for their social media platforms as well as managing their online identity. It's important to create a genuine online persona that people can connect with (El Khatib et al., 2020a) Authenticity is portrayed as a "hallmark of a great blog," being true to oneself rather than "a commercial, strategically placed production of commercial media" (Al-Marroof et al., 2022a; T M Ghazal et al., 2023b). People can develop a relationship and trust with vloggers thanks to the arrangement of a real online persona, and as a result, they are influenced by them (Al-Awamleh et al., 2022).

They are defined as consumers by their need for immediate information and their capacity to filter it regardless of the number of sources it comes from (Aljumah et al., 2021a). Before they decide to buy something, more than half of them will do some research on it (H. M. Alzoubi et al., 2020; E. Khatib et al., 2021; Sadiq et al., 2016; Saeed et al., 2021). Because of their information literacy, they are less susceptible to being misled by brands than they once were (Kurdi et al., 2022b). However, people are more likely to believe the opinions of those that resemble them, making them more convincing than any marketing message could ever be. As a result, people are more likely to pay attention if they follow social media influencers who advertise products (Almasaeid et al., 2022; T M Ghazal et al., 2023a). Consumer behaviour is extremely complex in the tourism industry and involves several interconnected stages (Ahmed and Nabeel Al Amiri, 2022). These people, who were born in the Web 2.0 period, are not only a crucial part of the tourism industry but also a source of change, innovation, and independence

(Al-Marroof et al., 2022b; Aljumah et al., 2021b; H. M. Alzoubi et al., 2022d).

They are considered 4-5 visits a year as natural travellers. This is a result of the fact that leisure and tourism are now highly-valued activities that help shape people's identities rather than being relegated to the background of life (Abudaqa et al., 2022; Muhammad Turki Alshurideh et al., 2022c). The primary driving forces behind this generation's travel are mostly experiences that promote personal growth (El Khatib and Ahmed, 2018; Louzi et al., 2022b; M T Nuseir et al., 2022a). To embrace the requirement to participate in this social trend, it is also presented in terms of the traveler's peer group (Akour et al., 2021; M. T. Alshurideh et al., 2023b). They are also considered to be more robust, so they travel to places that are experiencing socio-political or environmental stress and forgo travel and lodging expenses in favour of spending more money where they are going (M T Alshurideh et al., 2022; Mubeen et al., 2022).

Influencers should give careful consideration to the moral issues involved in producing travel-related content (A. Al-Marroof et al., 2021; Khatib et al., 2022). There have been incidents of rude conduct, cultural appropriation, and contempt for regional customs and sensibilities (Alzoubi, H MALhamad et al., 2021; M T Nuseir et al., 2022b). Influencers should adopt responsible content creation practices, respect local communities, and be sensitive to the potential negative impacts of their actions (Tariq et al., 2022b). Collaborating with local stakeholders, including sustainable tourism organizations and community representatives, can help ensure ethical and culturally responsible content (Al-Kassem, 2014; Muhammad Alshurideh et al., 2022; M. T. Alshurideh et al., 2023d; H. M. Alzoubi et al., 2022c).

Measuring the actual impact of travel bloggers and vloggers in stimulating sustainability is a complex task (Alzoubi et al., 2019; Louzi et al., 2022a). While there is evidence of increased awareness and engagement with sustainable practices (Khan et al., 2022), quantifying the direct influence on behavior change and environmental conservation can be challenging (H. Alzoubi et al., 2020; Gaytan et al., 2023; Tariq et al., 2022a). Additionally, the lack of standardized metrics and evaluation methods makes it difficult to assess the credibility and accountability of influencers (Nuseir et al., 2021).

Establishing clear measurement frameworks and industry standards for influencer marketing in sustainability can enhance transparency and enable accurate assessment of their impact (AlDhaheri et al., 2023; Alzoubi and Ahmed, 2019; H. M. Alzoubi et al., 2022f; Kurdi et al., 2022a; Nuseir and Aljumah, 2022).

While travel bloggers and vloggers have demonstrated the potential to stimulate sustainability in the travel and tourism industry through digital marketing, critical considerations are necessary to address concerns regarding

authenticity (M. T. Alshurideh et al., 2023c; Aziz et al., 2023), selective focus, long-term behavioral impact, representation, ethics, and accountability (Muhammad Turki Alshurideh et al., 2022b; H. Alzoubi et al., 2022; Gulseven and Ahmed, 2022). By acknowledging these challenges, stakeholders can work towards harnessing the positive influence of influencers while promoting responsible and sustainable practices that benefit both destinations and travelers (Al-Dmour et al., 2023; Nuseir et al., 2020).

2.8. Research Model

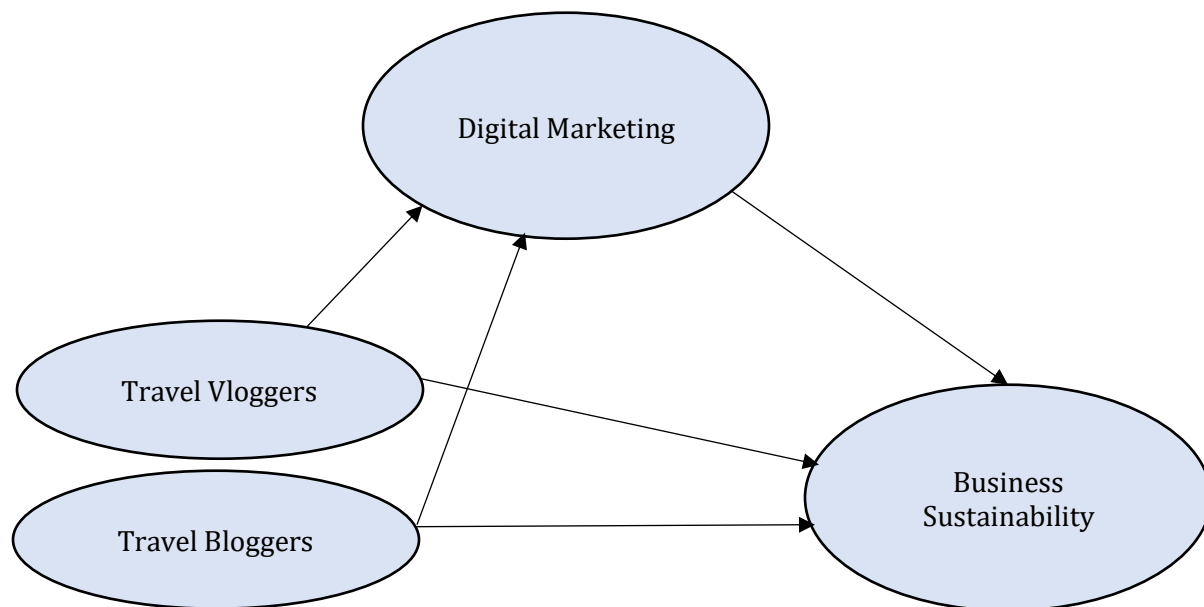


Figure 1 : Research Framework

3. METHODOLOGY

In the study, as data collection tools were used the Personal Information Forms and Questionnaire. In the Personal Information, there are questions about name, gender, age, average weekly internet use duration and if they are watching vlogs and reading blogs about travel and tourism industry. In this study, with the aim of determining the impact of travel bloggers and vloggers on the sustainability at travel and tourism industry, the questionnaire is composed of 10 items.

The participants indicated their agreement levels

for each item by using open ended question to sign the question by agreeing with « yes » or Disagreeing with « No ». The study's participants were told of its aim prior to their involvement, and their participation was entirely voluntary. In order to incorporate the empirical analysis the 10 items are demonstrated with mean and standard deviation level of analysis. The construct relationship are discussed in the discussion section.

4. EMPIRICAL ANALYSIS

In order to evaluate the data collected from respondents, based on their open ended answer the study has assessed and concluded the final decision. However, empirical analysis plays a crucial role in the research process as it provides evidence-based insights and validates or refutes hypotheses or research questions. By examining real-world data, researchers can uncover patterns, relationships, and trends, enabling them to make

informed decisions and contribute to the existing body of knowledge. The empirical analysis allows researchers to draw reliable and generalizable conclusions, enhancing the credibility and validity of their research findings. It serves as a foundation for evidence-based decision-making, policy formulation, and further exploration of research topics.

Table 1 : Descriptive Analysis

S#	Statements	Mean	SD
1	Do travel bloggers and vloggers utilize digital marketing platforms to promote sustainable practices in the travel and tourism industry?	3.61	0.96
2	Are there sustainability-related topics and issues that travel bloggers and vloggers address in their content ?	3.92	0.74
3	Do travel bloggers and vloggers influence consumer behavior towards sustainable travel choices through their digital marketing efforts?	3.04	0.88
4	What are the strategies employed by travel bloggers and vloggers to engage and educate their audience about sustainable tourism practices?	3.28	0.85
5	Do travel bloggers and vloggers collaborate with sustainable travel organizations and initiatives to promote sustainability through digital marketing?	4.56	0.91
6	Do travel bloggers and vloggers measure and evaluate the impact of their digital marketing efforts on promoting sustainability in the travel and tourism industry?	3.88	0.84
7	Are there any challenges faced by travel bloggers and vloggers in promoting sustainability through digital marketing?	3.41	0.70
8	Do travel bloggers and vloggers leverage social media platforms to amplify their message and influence sustainable practices in the travel and tourism industry?	3.24	0.86
9	Is the role of authenticity and transparency in the digital marketing efforts of travel bloggers and vloggers to promote sustainability?	3.67	0.94
10	Do travel bloggers and vloggers collaborate with destination management organizations and tourism stakeholders to drive sustainability initiatives through digital marketing?	3.85	0.79

Table 2 : Summary of respondents data

S#	Statements	Agree	Disagree
1	Do travel bloggers and vloggers utilize digital marketing platforms to promote sustainable practices in the travel and tourism industry?	17%	2%
2	Are there sustainability-related topics and issues that travel bloggers and vloggers address in their content ?	5%	5%
3	Do travel bloggers and vloggers influence consumer behavior towards sustainable travel choices through their digital marketing efforts?	10%	1%
4	What are the strategies employed by travel bloggers and vloggers to engage and educate their audience about sustainable tourism practices?	3%	2%
5	Do travel bloggers and vloggers collaborate with sustainable travel organizations and initiatives to promote sustainability through digital marketing?	7%	3%
6	Do travel bloggers and vloggers measure and evaluate the impact of their digital marketing efforts on promoting sustainability in the travel and tourism industry?	9%	4%
7	Are there any challenges faced by travel bloggers and vloggers in promoting sustainability through digital marketing?	5%	3%
8	Do travel bloggers and vloggers leverage social media platforms to amplify their message and influence sustainable practices in the travel and tourism industry?	10%	4%
9	Is the role of authenticity and transparency in the digital marketing efforts of travel bloggers and vloggers to promote sustainability?	2%	3%
10	Do travel bloggers and vloggers collaborate with destination management organizations and tourism stakeholders to drive sustainability initiatives through digital marketing?	4%	1%
11	Total	72%	28%

5. DISCUSSION

The assessment of respondents data used to finalize the basic concept of the study that incorporated the influential power of vloggers and vloggers on business sustainability through digital marketing. However, the rise of travel bloggers and vloggers as influential voices in the travel and tourism industry has sparked discussions on their role in promoting sustainability through digital marketing. While these content creators have the

potential to raise awareness and advocate for sustainable practices. Travel bloggers and vloggers have a wide reach and can engage audiences through captivating content, storytelling, and visual media. They can effectively promote sustainable practices by highlighting eco-friendly destinations, responsible travel options, and ethical tourism experiences. Through their digital platforms, they can educate travelers on minimizing environmental impact, respecting local

cultures, and supporting local communities. By sharing personal experiences and recommendations, they can inspire their followers to adopt sustainable behaviors, such as reducing plastic waste, supporting local businesses, and choosing eco-friendly accommodations.

By concluding the respondents responses, it can be said that travel bloggers and vloggers often collaborate with sustainable tourism organizations, eco-conscious brands, and local communities. Such partnerships can amplify sustainability efforts and bring attention to innovative initiatives.

Through digital marketing, they can showcase successful sustainability projects, raise funds for conservation programs, and encourage their audience to contribute to positive change. By leveraging their influence and networks, they can generate interest and support for sustainable tourism practices, ultimately driving positive impact on both a local and global scale.

Furthermore, the power dynamics between influencers, their audience, and the tourism industry should be critically examined. Influencers may prioritize popularity and engagement metrics over sustainability principles, catering to the demands of their audience or sponsorships. This can lead to a focus on aesthetics and luxury rather than responsible travel choices. Additionally, the reliance on digital platforms and social media algorithms can contribute to the promotion of overtourism, as influencers tend to showcase popular destinations, leading to potential negative environmental and social consequences.

6. CONCLUSION

Travel bloggers and vloggers have the potential to positively influence sustainability in the travel and tourism industry through digital marketing. By leveraging their reach and engagement, they can raise awareness, inspire responsible travel behaviors, and amplify sustainability initiatives. However, it is important to critically evaluate their impact, considering the risk of greenwashing, authenticity, and the potential pitfalls of influencer culture. A collaborative effort between content creators, tourism organizations, and travelers themselves is necessary to ensure that the influence of travel bloggers and vloggers truly contributes to sustainable practices and positive change in the industry.

- Limitations

while research on the influence of travel bloggers and vloggers on sustainability in the travel and tourism industry through digital marketing is valuable, few limitations highlight the need for further exploration and consideration of various factors that can impact their effectiveness and true impact on sustainability outcomes.

1. Influence on Specific Audiences: The influence of travel bloggers and vloggers may vary depending on their target audience. Factors such as age, geographic location, and interests can shape the effectiveness of their messaging. Research should take into account the diversity of audiences and explore potential variations in the influence of influencers on different demographic groups.
2. Ethical Considerations: The ethics surrounding influencer marketing, sponsorships, and endorsements should be acknowledged as a limitation. Some influencers may prioritize financial gains or personal interests over sustainability goals, leading to biased content or potential conflicts of interest. Research should consider the ethical dimensions of influencer marketing and its impact on promoting genuine sustainability.
3. Dynamic Nature of Digital Platforms: Digital platforms and algorithms are constantly evolving, which can affect the visibility and reach of travel bloggers and vloggers. Changes in algorithms or platform policies can impact the effectiveness of their digital marketing efforts. It is important to consider the dynamic nature of digital platforms and their potential impact on the sustainability influence of influencers.
4. Long-Term Impact Assessment: Assessing the long-term impact of travel bloggers and vloggers on sustainability in the travel and tourism industry is challenging. Many studies focus on short-term effects, such as immediate changes in consumer behavior or awareness. Understanding the lasting effects and sustained behavioral changes resulting from influencer marketing

requires longitudinal studies and tracking consumer behavior over extended periods.

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Leadership towards Innovation and Organizations Performance: Encouraging Employees Empowerment

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ABSTRACT

The study has been critically focusing on the impact of leadership on innovation management and empowerment of employees in different sectors of the UAE. It has been significantly observed that leadership plays a crucial role in the process of empowerment and innovation which has a positive impact towards reducing the turnover rate as well as the enhancing the overall organizational growth by retaining the talent and developing comparative advantage within the target market. To carry out the study quantitative approach followed by a descriptive research design has been undertaken considering 100 participants. The study findings show that leadership has a strong significant relationship with the other variables such as empowerment and innovations in organizations. As a result, leadership plays a crucial role in driving innovation, empowering employees, and enhancing organizational performance. By fostering a culture of innovation, leaders encourage creative thinking and enable organizations to adapt to an ever-changing business landscape. Moreover, by empowering employees, leaders create a motivated and engaged workforce that contributes to improved performance. Organizations that prioritize effective leadership practices are better positioned to achieve sustainable success in today's competitive marketplace.

1. INTRODUCTION

Organizations are realising the critical role that innovation plays in attaining long-term success and preserving a competitive edge in today's quickly changing business market. However, innovation cannot flourish in a vacuum; it needs strong leadership to promote a creative workplace environment, give employees agency, and boost productivity. For teams to reach their full potential and spur internal innovation, leaders who recognise the value of employee empowerment are essential. Leadership towards innovation encompasses a set of skills, behaviors, and

strategies that inspire and guide individuals and teams to think differently, challenge the status quo, and generate groundbreaking ideas. It involves creating an environment where employees feel empowered to take risks, explore new possibilities, and contribute their unique perspectives. Such leadership not only stimulates creativity but also enhances overall organizational performance by fostering a culture of continuous improvement and adaptability (Müller and Turner, 2010a). However, empowering employees is a critical aspect of leadership towards innovation. When

individuals feel trusted, supported, and encouraged to take ownership of their work, they are more likely to unleash their creative potential. Empowerment involves delegating authority, granting decision-making autonomy, and providing the necessary resources and support for employees to experiment, learn from failures, and contribute to innovation initiatives. By empowering employees, leaders can tap into the diverse skills and perspectives of their workforce, fostering a collaborative and inclusive environment that fuels innovation (Mumford et al., 2000).

Moreover, leadership quality plays a vital role in enhancing the innovation and empowerment of the employee as well as the organization in the UAE. This study integrates two-fold research paths one is the role of leadership influencing the empowerment of the employee and the organization in UAE and another one is the role of leadership influencing the innovation of the employee and the organization. This research focuses on a theoretical framework where three variables have been considered empowerment, innovations and leadership. The independent variables which are considered here include Empowerment and Innovations and the dependent variables include leadership where both the empowerment and innovations are influenced by the leadership quality of the employee as well as the organizations. Several journals and articles are reviewed where the researcher investigates the basic role of leadership towards innovation and empowerment of the employee as well as the organization in UAE. The research problem was based on the poor leadership that hurts the organizations leading to the retention of the employee, decrease in the motivation level and overall productivity of the organizations (Fiedler, 1964). Also, the lack of leadership quality leads to the gap in communications between the employee and the employer which in turn leads to the coordination problem and improper decision making. To carry out this research model were used by the researcher to evaluate the role of leadership in the organization in the UAE. The research hypothesis was developed and presented depending on the review. The research was designed as a descriptive and probability sampling was done in the form of random selections. 100 respondents were there who participates in the

survey and different data were collected and evaluated. Data that were collected are secondary data as well as primary data since these data are collected from articles and journals as well as interviews and survey were carried out. Lastly, data were analysed depending on the data that were collected from several journals and articles. After completion of the research few gaps were found while practising the leadership quality within the organizations and thus few recommendations were suggested to overcome those challenges.

2. THEORETICAL FRAMEWORK

2.1. *Employee Empowerment*

(Afram et al., 2022), has critically emphasised upon employee empowerment and their performance within the specific banking sectors. It has been stated in the article that empowerment needed to be carried out by the HRM department to ensure encouragement among the employees which would eventually contribute towards the productivity, higher level of job satisfaction and organizational citizenship behaviour (Ali Salahat, 2021). Most importantly, with the help of enhanced empowerment process, the negative activities among the employees such as employee turnover intention, absenteeism and deviant workplace behaviours can be reduced effectively. There is a significant positive relationship existing between the employee empowerment and their performance within the banking sectors of the UAE.

2.2. *Innovations*

As highlighted by (Ince et al., 2016) innovation can manifest in different forms, such as breakthrough inventions, incremental improvements, disruptive business models, or transformative processes. It can emerge from individuals, teams, organizations, or even collaborative efforts across industries and disciplines. While innovation is often associated with technological advancements, it extends beyond technology to encompass social, cultural, and organizational innovation as well.

2.3. *Leadership*

(Müller and Turner, 2010b) has highlighted, Leadership is a concept that has been studied, admired, and debated for centuries. It is the ability to guide, inspire, and influence others to achieve a

common goal or vision. Effective leadership is crucial in various domains, including business, politics, education, and community organizations. While leadership styles may vary, there are certain qualities and practices that define exceptional leaders (Al Ariss et al., 2014). Moreover, empathy and emotional intelligence are also critical attributes of successful leaders. Understanding the emotions, motivations, and perspectives of others allows leaders to connect with their team members on a deeper level. By showing empathy, leaders create a supportive and inclusive environment where individuals feel valued, empowered, and motivated to perform at their best.

2.4. Operational definitions

- *Empowerment*: It can be referred as the process through which the overall psychological, as well as non-financial and financial benefits, are provided top the employees ensuring the training and development process are in line with the competitive advantage development of the organization (Ali Salahat, 2021).
- *Innovation*: It can be termed as the process or mechanism of development through which the system and the working process would be technologically advanced contributing to the global and domestic competitiveness development(Silva et al., 2019).

- *Leadership*: Leadership is the hierarchical body responsible for optimising and monitoring and development activities within the organisations which are eventually done by the leaders of the organisation and the term leadership used as a group of people responsible for managing the people of an organisation (Grinerud et al., 2021).

3. LITERATURE REVIEW

3.1. Employee Empowerment impact on Organisational Innovation

(Bawaneh et al., 2023), the primary aim of this study to identify the role of leaders that lead to increase psychological empowerment and employee satisfaction. Also, this study recognised the importance of employee empowerment at the hospital industry that required in delivery the service with high quality (Akour et al., 2023). Psychological empowerment is one of the motivational key factors that increase the level of self-efficiency of the employee (Muhammad Turki Alshurideh et al., 2023c). Also, it is categorised in intrinsic task based on their roles regarding the job. Level of empowerment strong connected with enhancing of self-efficiency that resulted to increase employee satisfaction and organizational commitment.



Figure 1:

It has been found a strong relationship between psychological empowerment (PE) and job satisfaction among any sectors also there is a wide range of evidence indicated that PE always leads to employee satisfaction in the job. However, this

study examines six different types of the role of leaders in increasing empowerment of employee (A I Aljumah et al., 2022a). such as authority, accountability, provide self-direction in the right way, innovative decision making, delivering

information, skills and knowledge development and conducting proper coaching mentoring program for beneficial performance of them. Various authors defined employee's empowerment factors with their perspective (Al-Marroof et al., 2022b; Aljumah et al., 2021a). They stated that empowerments are high mechanism factors of individuals which major accountable for achieving the positive results. It also required by the managers in sharing the knowledge and information in terms to enhance their performance (Muhammad Turki Alshurideh et al., 2023b). In this context, empowerment of leaders essential for an employee because through which they can always support to improve the skills of the employee. The empowerment managers always refer coaching program for encouraging employee and make them thus they will able to overcome any risk factors with their innovative ideas and treats for any mistakes through effective learning opportunity (Aljumah et al., 2021b; Gaytan et al., 2023). All study findings indicated that leaders empowering behaviours (LEB) direct impact on employee in maintaining the organizational commitment (I. Akour et al., 2022). LEB positively relates to Psychological empowerment (PE) which also is related to employee satisfaction. Predominately, leadership empowerment behaviour is influenced by Psychological empowerment in non-managerial concept among the employees in the hospital industry (AlDhaheri et al., 2023). However, this study successfully identifies the relationship LEB to PE relationship is strongly assess among the non-managerial service employees (Muhammad Turki Alshurideh et al., 2023a). Since, well customers service requires empowered employee in customer's service to make service decision independently where empowerment is crucial (Aityassine et al., 2022; Al-Kassem, 2014). This study emphasised on an employee who perceived on Psychological empowerment that based on their managerial action in the firm and important to continue proper measure in the same place (Muhammad Turki Alshurideh et al., 2022b; M T Nuseir et al., 2022a). The manager adopts LEB when they proper rewarded from their organisation that leads to enhance organizational performance (Muhammad Turki Alshurideh et al., 2022a). As per the results of this study, employee

job satisfaction strongly depended on empowerment behaviour of leaders (Kurdi et al., 2022b).

3.2. Employee Empowerment is influenced by the Leadership of an Organization

According to the study carried out by (Ali Salahat, 2021)(Al-Awamleh et al., 2022), they argued that organizational success widely supported by empowerment employees. This study emphasizes on the role of leaders in organizational innovation that is powerful and positive influencing tools which often to refer to increase empowerment of the employee (Nuseir et al., 2021). In the development context, organizational culture transformation leadership strong influence the innovation level that lead to increase employee performance also that focused on the areas of total innovation of an organization (Gulseven and Ahmed, 2022). Generally, two types of leadership style are followed in the organization such as transactional and transformational in universal concepts (M T Nuseir et al., 2022b). Transactional leadership style depends on the self-motivation of people who work according to the right direction, structure and culture of the working environment (Abudaqa et al., 2022). Another hand, transformational leaders commonly performed as a distinct behaviour that depends on increasing motivation, idealised influence, intellectual service and effective consideration of individuals (Kurdi et al., 2022a). To increase organizational innovation, the company always supported by their manager and employee with their new or innovative ideas and creative thinker, experimental thoughts that resulted in the successful development of product, service and technology (Ahmed and Nabeel Al Amiri, 2022; Almasaeid et al., 2022; Lee et al., 2023; Mat Som and Kassem, 2013). Performance-oriented Organizational culture major considers to climates for organizational innovation (Nuseir et al., 2020). However, the organizational culture and transformation leadership drives in a process of articulation where required particular vision and high-performance expectation of an organization. Although, organizational culture important in influencing innovation factors if that significantly relate together.

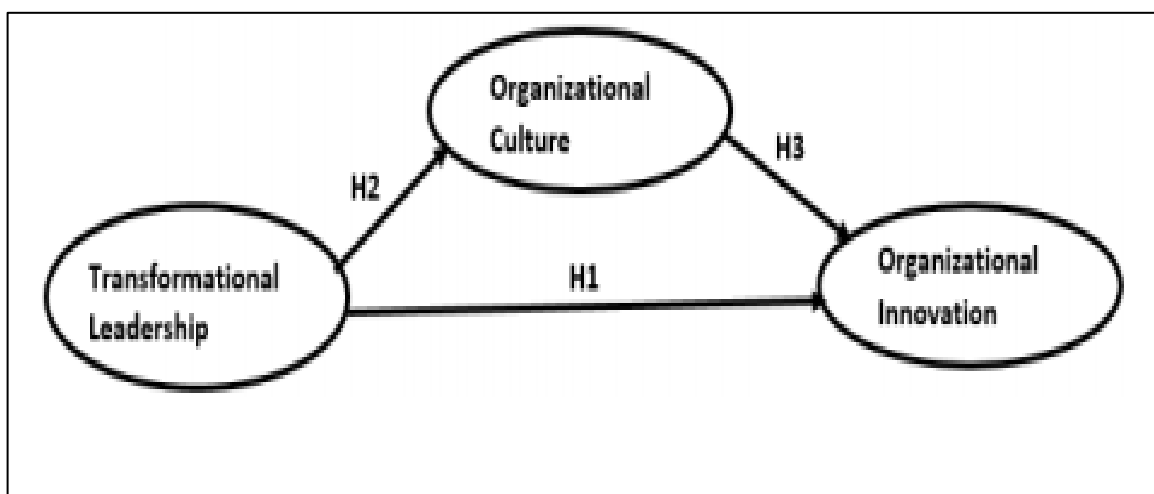


Fig-conceptual model

3.3. Increase the Innovativeness of Employees and Organizations through Effective Leadership

Innovation is original creativity that enhances the progress of a product, process or service and it was stated by (Al-Marroof et al., 2022a) at the time when they developed a strategy of innovation about clients require value-added services to maintain the loyalty to the service provider (Al-Kassem, 2017; Sakkthivel et al., 2022). It requires the leadership of the managers to expand their product lines and customer services in terms to make satisfy their global customer (H. M. Alzoubi et al., 2022d). About the innovation (I. A. Akour et al., 2022; Nuseir and Aljumah, 2022) stated that it was the transformation of knowledge into the new products, process and service that involved more than just science and technology (Ahmad Ibrahim Aljumah et al., 2022b; E. Khatib et al., 2021). The actual aim of this study is identifying the definition of innovation, the process of innovation, drivers of innovation and barriers of innovation in the telecommunication industry in UAE (Al-Kassem, 2017; Louzi et al., 2022b). In terms to meet the innovations, it will also project the determinants of the organization (Ahmed et al., 2022; Nadzri et al., 2023). Also, this study evaluates some projects in Etisalat in related to drivers of projects, types of project, challenges of the project, with accessing the project selection criteria and selecting the managers for the project (R. S. Al-Marroof et al., 2021b). The actual purpose of the expositions is investigating the issue of innovation in the telecom industry of UAE with a growing significance after the liberalization in 2004 on the telecom industry

(Nuseir, 2020). Others authors stated that innovative organization need to have some innovative people to work and cultivating innovators which is one of the most important things that companies can do to ensuring that they lead and not delay change (El Khatib and Ahmed, 2018). Any types of organization required several talents in terms to successfully carry out the total process of innovation (Nuseir and Elrefae, 2022). To sustain the innovative project in a long way and stimulate the others approaches empowering the leaders is most important who have the idea to handle challenges and different type of talent to succeed the whole process of innovation into the telecom industry of UAE (A. Al-Marroof et al., 2021). (Khatib, 2022) the technique usually utilized by the person to influence other people for reached the common goal of an organization that is known as leadership. Before this study, no one explores the effect of transformational leadership on organizational culture based on oil and gas context in UAE. ADNOC is one of the companies who need to deliver their targets and objectives and they require an effective leadership with superior administration among their companies operation as per the contribution of the employees to reach the preferred performance (Al-Kassem et al., 2013; M T Alshurideh et al., 2022; H. M. Alzoubi et al., 2022c; Nuseir, 2021). Purpose of this study is evaluating the effect of transformational leadership based on organizational culture of ADNOC, which is the largest oil and gas company in the UAE (Alzoubi et al., 2021). This company is one of the contributors to economic development in the

UAE. These companies have 65000 employees in their organization (H. M. Alzoubi et al., 2022b; Louzi et al., 2022a). This was identified that ADNOC so much spends to develop their employee's skill through the training and development program which is important for developing core leadership skill and to conduct employees performance towards the organizational goal (Abudaqa et al., 2021; Al-Kassem et al., 2012). To make success the organizational goal one person who inspires and encourage the followers to meet the organizational goal as a leader. In some time as a drive, leadership influences a team towards the organization vision and mission (M. Alshurideh et al., 2022). Leadership conducts some measure of the transformable and positive change with accessing the followers to coordinate activities within the social systems to reach the organizational objectives (R. S. Al-Marouf et al., 2021a). Leadership behaviour is identified in this study as a crucial determinant of organizational effectiveness and organizational culture (Khan et al., 2022). In terms to inspire and encourage the employees for enhancing their best performance organization culture make an impact on the sustainability of an organization (Amiri et al., 2020). Most of the studies reported that there was a link between transformational leadership and organizational culture (Akour et al., 2021). The leader should need to understand the emotion of the employees with having a range of emotional intelligence and influencing the positive culture among the organization (H. M. Alzoubi et al., 2022g; Hani Al-Kassem, 2021). After the analysis, it was founded that there is a significant positive relationship in between organizational culture and transformational leadership which denotes several types of leadership those are adopted by the ADNOC to reproducing the organization culture towards the development of the organization (Aziz et al., 2023). This study crucially considers significant contribution leadership towards the organizational culture (Tariq et al., 2022b). (H. M. Alzoubi et al., 2022a; El Khatib et al., 2022) argued that the leaders in a public sector play the leading role to make any change and it's crucially indeed successfully change as per the needs to manage through the proper planning, organizing and control. Leaders are attempts to create any type of change through the contact of leaders and

followers (Tariq et al., 2022a). As a social process leadership is defined in an organization with having the collective capacity of employees that also adopt leadership roles and responsibilities into the organization (Al-Kassem et al., 2022; H. M. Alzoubi et al., 2022e). Transformational leadership is generally used in Dubai as drivers which inspire holistic public sector reform not only Dubai among the Arab world also (Khatib et al., 2022). Five components are included in the transformational leadership such as idealized attributes, inspirational motivation, idealized influencing behaviour, intellectual stimulation and individual consideration (Al-Dmour et al., 2023). About the leadership of political the effectiveness is changing the trajectory of public sector management that reflecting in delivery of service (H. M. Alzoubi et al., 2022f). The political leadership of UAE proved the process of how the leadership of the state can make a difference between the public management performance and growth of the economy (El Khatib et al., 2021). Leadership and innovation make an important regarding that public management innovation is now a subject of substantial academic interest (Alzoubi et al., 2020). Technological advancement in Dubai and UAE also simplified the innovation of emirates public administration and the actual aim is to build an eco-system of the innovation and encouraging a culture of distinction in entire the Dubai public sector.

3.4. Empowerment and innovativeness of both organisations and employees through effective leadership role

(H. Alzoubi et al., 2022; El Khatib et al., 2020b), this study identifies further development areas of the employee such as empowerment, performance and indicated a strong relationship of these both factors (Alzoubi and Ahmed, 2019). Employee's empowerment strong align with their performance and empower employee always motivated by their leader in proper ways and understand the organisational vision, mission and objectives (El Khatib and Ahmed, 2020). Employee performance is significant factors of organisational development also as the key of dependent variable s as per the researcher. Various authors had provided their opinion about employee performance from a different perspective (M. Alzoubi et al., 2021). They stated that employee performance has ensured by their duties and responsibilities that go forward

towards the company's development (Muhammad Alshurideh et al., 2023). Another hand, employee's empowerment is key of independent variables (Taher M. Ghazal et al., 2023; Khatib and Opulencia, 2015). Through the past few study, various authors came to defined employee empowerment from their perspective (Alshurideh et al., 2020). They argued that employee empowerment process related to boosting the self-efficiency and capability (Aljumah et al., 2023). Also, through their empowerment power they can self—control, feeling self-development, take self-responsibility and overcome any challenges or any problem in workplace efficiently (El Khatib et al., 2019). Employee empowerment is significant phenomena among all employees that make them providing good performance in terms to organisational development (Kassem and Martinez, 2022). In terms to increase empowerment, this study has recommended several key recommendations which should essentially follow by the company such as plan improvement also the company should focus their observation (Alzoubi et al., 2019; Blooshi et al., 2023).

(Amiri et al., 2020; Mubeen et al., 2022) discovered the relationship between empowerment of leaders and the service quality in the UAE banking sector. It is investigated the impact of employee empowerment and satisfaction of the customer in the banks of UAE (El Khatib, 2015). There is a relation between the empowerment of the employee and satisfaction of the customer is well build on the position of relationship manifests in practice, theory, specifically in the Arabian Gulf region (Ahmad Ibrahim Aljumah et al., 2022a). This study found that there is a lack of employee empowerment is present in the banking sector of the UAE. Banks are not providing their employee with the rights to deal with the customer directly or handling the problem (Khatib et al., 2016). Employees consumed restrained their level of the following experiences of empowerment such as knowledge and skill, trust, communication with information flow, and role of clarity (Arshad et al., 2023; Mohammed T. Nuseir et al., 2022). Also, it has been found that the employees of the banking sector in UAE are not satisfied with the reward system and current incentives structure (Varma et al., 2023; Yasir et al., 2022). The result of un-empowered is evaluated that employees are lacking their loyalty and felt commitment towards

the employers or banks and this type of findings is an outcome of less competitive UAE banking sector. Overall indications of this study are to enhance that management of the banking industry is need to understand the implement of empowering practice to lead employee self-sufficiency and sustainable competence in the banking sector (Aljumah et al., 2020; El Khatib and Ahmed, 2019). It was recognized that employee satisfaction positively influenced by employee empowerment and employee satisfaction positively influenced by customer satisfaction (T M Ghazal et al., 2023c). Considering the perception of employee empowerment those findings are important to follow by the UAE bank managers to ensure their firm's profit by customer satisfaction. It's an easy way for the banks of UAE to delivering a better quality service to their customer by increasing the empowerment of their employee.

(A I Aljumah et al., 2022b; M. El Khatib et al., 2021) aim of this study is identified how the style of leadership could affect the job satisfaction level of employees. The subject of this study is finding leadership in federal electricity and water authority (FEWA). One person as a leader provides their followers clear vision, inspiration, objectives and common goals (T M Ghazal et al., 2023b). In that case, it's difficult that without a strong managerial component provide the leadership to the organization. In an organization leadership and management is important than leaders and managers and the reason is management is included staff hiring, managing salaries and planning with ensuring that everyone knows there responsibilities, and coordinated with others people to reached their goals and task (Farrukh et al., 2023). On the other hand, the leadership in UAE is some different and there was no previous research is held on types or styles of the leadership (Alshawabkeh et al., 2021; El Khatib et al., 2020a). Transformational and transactional leadership styles affect on bank manager and enhance the employee's performance and job satisfaction and after that, it was approved by this study that in UAE bank sector transformational leadership style of bank managers are helping to increase the performance and satisfaction of the employee (T M Ghazal et al., 2023a). The differences between the managers and leaders encourage the people towards their task. But it was found in this study that some people have both such talent as a leader

and management skills like a manager (Nuseira and Aljumahb, 2020). Most of the times when they playing the leading role leaders are not have subordinates, but in some cases, leaders are playing the role of a manager and only they have subordinates (Muhammad Turki Alshurideh et al., 2022c). Peoples are not like this type of leader who only provides them orders; they need to follow the leaders who have the inspiring capability. Generally, the style of leaders is transformational and they promise their followers that not only they received extrinsic rewards also they will better people somehow. Leadership is having two types strategic and operational (Nuseir and Aljumah, 2020). The first strategic leadership is having four things to reach terms and organizations success such as selecting talented people, coaching and motivating them and build trust in between leaders and followers (M Alshurideh et al., 2023). It was eventually proved that in every organization success, maximization of profit and market advantage is depending on skilled and effective leaders.

3.5. Research problem

Poor leadership role always negative lead into the organization that affect the ability of the organisation in terms of retaining employees, lowers employee morale, level of motivation and organisational productivity. Due to the poor leadership, the leader cannot communicate with their employee properly in exact time also they invest a lot of time checking staff email and telephone messages. Bad leadership negatively

affects the employee's empowerment because the employee cannot properly make a decision also it creates a problem with coordination. Empowerment of employee help to build confidence in their ability which perceived on collect the mission and goals, build the essential trust within the organisation. Sue to poor leadership the company faces a high turnover rate of employee that negative impact on organisational productivity and business innovation. That kind of leaders can damage the bottom line of the company. The company some threatened from customers and others stakeholder when poor leadership management process occurred in a place that essentially leads to reduced company's reputation. Also, these factors always bad affect the employee thus they do not understand their task therefore they cannot compete it in proper time (Linkedin.com, 2020).

The primary aim of this study to identify effective leadership role which positively leads to an increase in the level of empowerment and innovation of employee as well as organisation. Also, this study suggested further process which should follow by leaders in the company in terms to increase employee empowerment and business innovation. However, various article literature critically was done in this study which will major emphasised for gaining the knowledge from the different study how thee leaders lead into employee's empowerment and business innovation.

3.6. Research Model



3.7. Research hypothesis

Null hypothesis (H₀) = There is no statistically significant relationship existing with leadership and empowerment and innovations in UAE organisations

The alternative hypothesis (H₁) = There is a statistical significance relationship existing with leadership and empowerment and innovations in UAE organisations

4. METHODOLOGY

In the study has adopted a descriptive research design to successfully carry out the research. There are mainly two types of data have been critically collected to define the information knowledge depth within the study area. Also, their research generally has design descriptive and structured to modify the data which critically collected from the selected population. The overall effect would be measured from the study participants responses analysis also from the secondary sources. Therefore, the structure of their research study has been done following this expectation to adopt effective research design approach to accomplish the research. In this study, the researcher had carried out a descriptive survey to gather the data from the selected population of UAE organisational employees from three different sectors. The particular aim of the researcher is to identify the Table 1: What is the age group?

impact leadership on the empowerment of employees and overall impact on innovations of organisations in different sectors in UAE. The descriptive research design has been proposed for systematically to describe the impact of the leadership on innovation and empowerment of both employees and the organisation of UAE.

4.1. Data collection method and sampling

To carry out the data collection process the 100 participants from three different industries such as banking, oil and gas and public and private sectors have been selected randomly. Stratified random sampling has been used in this study to collect the data smoothly. Moreover, the desired ethical consideration has been taken into consideration to make sure the authenticity and reliability of the study. The survey questions have been developed and distributed to the participants via email and WhatsApp group to get the desired input for the study through quantitative data collection method. After collecting the data, they were plotted into an excel sheet and further the statistical analysis has been carried using SPSS version 23 to validate the findings as per the developed variables.

5. DATA ANALYSIS

5.1. Demographic Data

Option	No. of respondents	Total no of respondents	Percentage response
Below 25	20	100	20%
26-30 years	35	100	35%
31-35 years	40	100	40%
Above 35 years	5	100	5%

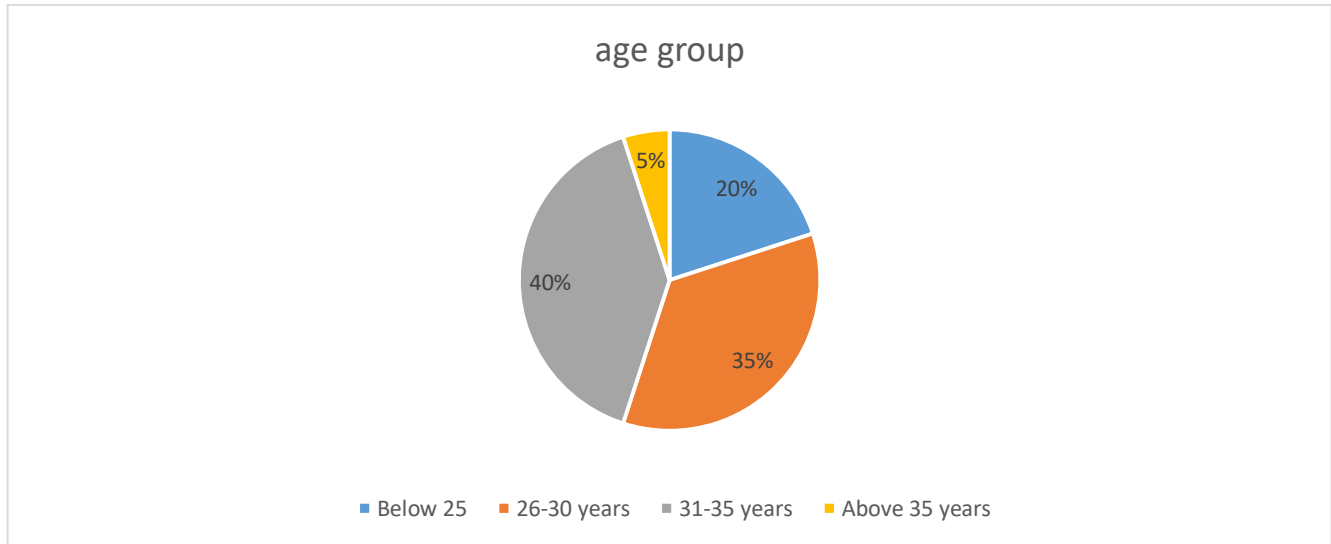
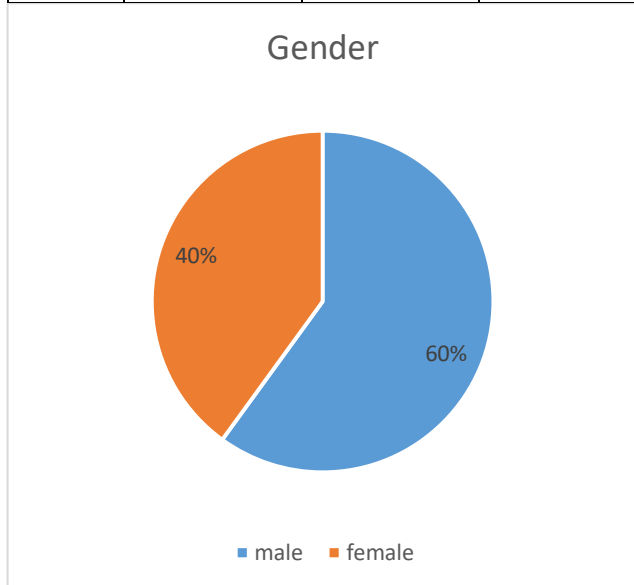


Table 2: What is the gender of the respondents?

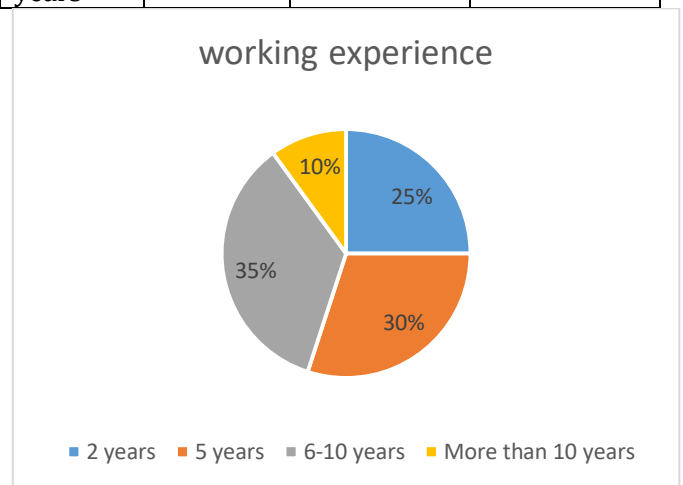
Option	No. of respondents	Total no of respondents	Percentage response
Male	60	100	60%
Female	40	100	40%



What is the working experience of the employee in the industry?

Table 3:

Option	No. of respondents	Total no of respondents	Percentage response
2 years	25	100	25%
5 years	30	100	30%
6-10 years	35	100	35%
More than 10 years	10	100	10%



5.2. Descriptive statistics and correlations

Table 4:

	Variable questions	Mean	Standard Deviation	Correlations
Question 1	How far do you agree that leadership quality influences the innovative	2.23	1.230	1.000

	behaviour of the employee?			
Question 2	To what extent do you agree that leadership quality influences the empowerment of the employee in the organizations?	2.11	1.246	0.965
Question 3	How far do you agree that empowering and leadership quality affects the creativity of the employee which in turn affects the innovative behaviour of the employee?	1.86	0.975	0.878
Question 4	To what extent do you agree that empowering and leadership quality has a link with the innovative behaviour of the employee?	2.44	1.373	0.944
Question 5	To what extent do you agree that financial reward helps to focus on the efforts of the employee while implementing the new services?	2.34	1.224	0.967
Question 6	How far do you agree R&D programs help in implementing the innovative behaviour of the employee?	2.14	1.295	0.950
Question 7	Do you agree with the statement that the employee's empowerment has a positive relationship with the innovative behaviours?	2.12	1.122	0.968

6. DISCUSSION OF RESULTS

In the case of agreement with the statement that the leadership quality influences the innovative behaviour of the employee the mean that was calculated is 2.23 and standard deviations include 1.230. The correlations calculated was 1.000 and thus it can be said that respondents strongly agree with this statement. In case of the agreement with the statement that the leadership quality influences the empowerment of the employee in the organizations the mean calculated was 2.11 and standard deviation calculated was 1.246 and correlation include 0.965 and thus it can be concluded that the respondents strongly agree with the statement. The mean and standard deviations of the statement empowering and leadership quality affects the creativity of the employee which in turn affects the innovative behaviour of the employee are 1.86 and 0.975 and the correlation evaluated was 0.878 which implies that the respondent agrees with this statement. In

case of the agreement with the statement that empowering and leadership quality has a link with the innovative behaviour of the employee the mean calculated was 2.44 and standard deviation includes 1.373. The correlation includes 0.944. Thus, it implies that the respondents strongly agree with the statement that there exist strong relations between empowering and leadership quality with the employee's innovative behaviour. In case of agreement with the statement that financial rewards help to focus on the efforts of the employee while implementing the new service, the mean calculated was 2.34 and standard deviations 1.224. The correlation includes 0.967. Therefore, it can be said that the respondents strongly agree with the statement. In case of agreement with the statement that the R&D program helps in the implementation of the innovative behaviour of the employee the mean calculated was 2.14 and the standard deviation was 1.295 and correlation is 0.950. However, it implies that the respondents strongly agree with the statement. In case of

agreement with the statement that the employee empowerment has a positive relationship with the innovative behaviours the mean calculated was 2.12 and standard deviation include 1.122. Correlation evaluated was 0.968 which implies that the respondents are strongly agreed with this statement.

Null hypothesis (H₀) = There is no statistically significant relationship existing with leadership and empowerment and innovations in UAE organisations

The alternative hypothesis (H₁) = There is a statistical significance relationship existing with leadership and empowerment and innovations in UAE organisations

6.1. Hypothesis testing

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.958 ^a	.917	.915	.358	.917	535.715	2	97	.000

a. Predictors: (Constant), How far do you 2 that empowering and leadership quality affects the creativity of the employee which in turn affects the innovative behaviour of the employee?, To what extent do you agree that empowering and leadership quality has a link with the innovative behaviour of the employee?

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.281	2	68.641	535.715	.000 ^b
	Residual	12.429	97	.128		
	Total	149.710	99			

a. Dependent Variable: How far do you 2 that the leadership quality affects the innovative behavior of the employee?

b. Predictors: (Constant), How far do you 2 that empowering and leadership quality affects the creativity of the employee which in turn affects the innovative behaviour of the employee?, To what extent do you agree that empowering and leadership quality has a link with the innovative behavior of the employee?

To test the above hypothesis the regression analysis has been carried out considering the ANOVA factor and as we can see that level of significance among the variables are .000 which is <0.05 indicating the rejection of null hypothesis and the alternative hypothesis is accepted in this case and it can be stated that there is a statistical significance relationship existing with leadership and empowerment and innovations in UAE organizations in different sectors.

7. CONCLUSION AND RECOMMENDATIONS

From the findings of the study, it has been seen that role of leadership has a significant positive impact on the empowerment and innovations in the

organization in different sectors in the UAE. It has been evident from the literary sources that innovative leadership approaches have been undertaken by the some of the organization which has contributed to their higher level of employee and customer satisfaction rate also lowering the absenteeism and employee turnover Most importantly, with the help of innovative leadership strategy the retention of talent and competitive advantage development take place within the target market which add value to the organizational growth and sustainability. From the data analysis, it is clear that empowerment enhances the employee competencies which has significantly contributed to the quality deliverance of the organization as well as enhanced the motivation of the employees added value to the organizational citizenship and better psychological contract.

Recommendations are as follows

- The different sectors in the UAE need to

undertake effective measures to ensure the string and proactive leadership strategy is in place to ensure talent retention and achieve a higher level of customer satisfaction ensuring organisation growth and sustainability.

- The empowerment should be centred towards the employee overall development and organisation process optimisation to enhance transparency and reputation in line with corporate social responsibility and innovation management
- The organisations in UAE need to implement different integrated and automated tools such as balanced scorecard as well as implementing transformational leadership strategies to boost up employee

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Promoting Employees Creativity to mitigate Job Stress: Achieving Job Performance

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ABSTRACT

This study was aimed to systematically examine the employee creativity that can help to reduce job stress and increase job performance. This study incorporated qualitative approach to examine the literature based evidences provide in prior studies, articles, books, journals and academic publications. After reviewing several sources this study concluded organizations can promote employee creativity by providing a supportive and inclusive work environment that values diverse perspectives, encourages open communication, and rewards innovation. Offering employees the necessary resources, such as training programs, collaborative spaces, and time for exploration, further supports their creative endeavors. When employees feel supported and valued for their creative contributions, they are more likely to experience reduced job stress and increased job performance. By mitigating job stress through the promotion of employee creativity, organizations can achieve several benefits. Employees experience improved well-being, reduced burnout, and increased job satisfaction, which contribute to higher levels of engagement and commitment. Additionally, enhanced job performance positively impacts organizational outcomes, such as increased productivity, quality of work, and overall business success.

1. INTRODUCTION

Creativity is the application of beneficial, fresh and modern ways in order to enhance matters related to work. Creativity is climacteric for all. It can affect individuals in terms of their adaptation and organizations in terms of their functioning (Siddiqi and Qureshi, 2016a). Creativity can be studied in 2 different streams; either relating it to personal elements or to job situation. We will be focusing on the individual creativity, the first independent variable, related to factors affecting singular employees.

Stress has always been perceived as situational state under which job and life expectations exceed the individual's conviction that they can cope with (Gupta and Beehr, 1979). Job stress, the second

independent variable, can be included in any of the 3 different stress kinds that we will discuss later. Generally, we can consider the tension that employees experience in the work atmosphere as the tension. Any of the variables that play a role in stress production represents fluctuations in anticipated results and actual output in working environments (Hon, 2013).

Performance, the dependent variable, refers to the degree and demands of the job done by individuals in the workforce (Agha et al., 2011). It is characterized as the average estimated value of work done by employees for a given time. It can be addressed in 3 different ways that we will discuss later.

1.1. Relating to industry

Creativity is used in industrial industries as one of the key contributors to the longevity and competitiveness of the company, as innovative workers may propose unique strategies, create new solutions and introduce approaches to enhance the productivity of the business and individuals. We may be also showing some results for other industries. Because industrial firms may build competitive advantages through innovation and productivity, it is beneficial to do more to improve ingenuity and maximize employee output (Lee and Kim, 2021).

In the actual case, the objective pressure managers in industrial firms can be influenced by variables such as the amount of mission schedules, the amount of assignments, the number of meetings, the regular visits to sites, multiple phone calls and job challenges, complicated decision taking, multitasking systems, different resource management activities, etc. Studies have shown that managers typically encounter physiological tension because of position uncertainty, lack of input, job growth issues and organizational structure issues (Zhou and Shalley, 2003).

Managers' position involves interaction with the project, from the beginning to its conclusion. They're liable for building projects' time, expense, efficiency, protection and climate. Same as; on-time delivery, project expense, consumer satisfaction but in compliance with legislation, low on-site injuries, eco-friendly construction materials and methods, etc. Managers will take into consideration the length of the work and the efficiency of the schedule, the capacity to satisfy customer quality standards and the project total cost management (Hon, 2013). Because site protection and environmental concerns are the most critical elements of a building site, the health and environmental dimensions of the building ventures are often subject to scrutiny by managers (H. M. Alzoubi et al., 2022e). To insure the building tasks will be carried out in a seamless and program-based way, managers must be fitted with strong communication skills (Chen, 2006).

So for our industrial industries, which can include either manufacturing or construction firms, creativity and innovation are required as we move forward. Higher levels of that will increase the stress level for both managers and employees. This

as a whole affect the performance of the whole industry as that it functions depending on all.

2. THEORETICAL BACKGROUND AND OPERATIONAL DEFINITIONS

2.1. Individual creativity

Creativity can be discussed in 2 different streams. The first one is related to the workplace and the situation of the job. Including the environment and to which extent employees are feeling comfortable doing their job (Muhammad Turki Alshurideh et al., 2022b; H. Alzoubi et al., 2022). The other way creativity is affected is through individual's determinants. This stream focuses on studying what affects creativity of individual persons depending on social psychology studies and researches. Factors including motivation, mood, emotions and personality characteristics create the inspiration for new ideas and its dimensions (Ahmad Ibrahim Aljumah et al., 2022a). We'll discuss 3 dimensions for this variable;

- **Personal factors & Mood**

- The personality of employees can affect the way they function individually. Different characteristics can lead to looking at the same thing in a different way. Different perceptions and frame of reference generate new ideas based on the important things for individuals. This is clarified from a perspective of social psychology, which is that; we construct our social reality (Almasaeid et al., 2022).
- A good attitude influences innovation by improving people's perception. Originally, good attitude can allow executives to think simpler and more imaginative. Good content is associated and more incorporated with memory than negative content (Alshurideh et al., 2020). Fluctuations of positive or negative mood produce variations of focus and, in a good mindset, fresh and valuable concepts are more likely to grow (H. M. Alzoubi et al., 2022c).

- **Job characteristics**

It is a model that consists of 5 main parts; Task autonomy represents whether a work allows a worker the power, flexibility, or control to carry out tasks. Job significance represents

how often people are affected by work duties and activities (Louzi et al., 2022b). Skills-ranging illustrates how an individual executes a job through the usage of different skills. Job identity represents the degree to which a full research may be done. Job feedback illustrates how simply and specifically a person from a work gets details on how well the tasks are carried out (M T Alshurideh et al., 2022; Mohammed T. Nuseir et al., 2022).

- **Mastery**

Recovery experiences more generally include mastery, which is a recovery activity that is defined by non-employment tasks that include a challenging, and an incentive to develop different skills (Louzi et al., 2022a). Mastery interactions may relate to the development of a variety of internal gains, such as skills and competencies. All mastery experiences are expected to have valuable resources, such as skills, knowledge, and competency values, which can carry over into the workforce (Siddiqi and Qureshi, 2016b).

2.2. Job stress

Stress can be discussed in 3 various phases. Firstly, objective tension relates to the evaluation of executive risks (Alzoubi and Ahmed, 2019). This relies on a person's understanding of his or her abilities to accomplish a function relevant to a certain complexity (Alshawabkeh et al., 2021). Secondly, Burnout, which discusses that tiredness and disappointment are induced by inability to obtain the desired reward in job, life or relationships (M. Alshurideh et al., 2022; Tariq et al., 2022a). Humans normally respond with different behaviors to stress. Burnout signs shifts in people's social lives and job behavior. Thirdly, Stress can physiologically influence individuals. If the body is under intense environments, hormones are emitted to assist us in the environments (A I Aljumah et al., 2022a). The body then seeks physical changes to relieve pain. Such improvements will return to usual after some time (Khan et al., 2022). Nevertheless, the physiological changes will continue if traumatic circumstances

affect an individual continuously. Stress in the shape of headaches, backaches, loosening of appetite, etc. slowly develops (H. M. Alzoubi et al., 2022f). We'll consider the 3 types of stress. Its dimensions include;

- **Dissatisfaction / motivation**

When we discuss the job-stress satisfaction level, we will be considering the work and its environment. This can result from position in the job, programs for job advancement, job engagement and being a membership. All of this can affect how much motivated employees feel to work (Aziz et al., 2023; Nuseir and Aljumah, 2020).

- **Social structure**

A person can have different roles in society. For example, the same individual can be a worker, son, brother and so on. Work-family conflict rise from the fact that family can affect the working life of an individual and vice versa. This is a conflict coming from the gap between the two roles. Stress in one of these can affect the other causing serious problems like depression) El Khatib et al., 2022(.

- **Job complexity**

Once the job is being more complex, higher levels of stress are recorded. Complexity can include two work stressors, which are "time pressure" and "Limitation of the situation". Time Pressure is the intensity of the employee's emotions when he/she has an insufficient amount of time to do work. Limitation of Situation represents the obstacles that hinder staff from performing their jobs (Al-Dmour et al., 2023) Examples may involve lack of resources, inadequately coordinated teams, or lack of the necessary knowledge (M. El Khatib et al., 2022; Nuseira and Aljumahb, 2020).

2.3. Job performance

Performance can be addressed in 3 distinct ways. Firstly, the task performance. Bad managers' activities typically imply weak decision-making. The length, costs and characteristics of building projects are three specific metrics for assessing job

efficiency of a manager. Secondly, the interpersonal performance, describes that various parties such as the client, the design manager, suppliers, developers and sub-contractors are frequently interested in building ventures (Taher M. Ghazal et al., 2023). The performance of the ventures is directly influenced by coordination and engagement with stakeholders (Aljumah et al., 2020). Thirdly, operational performance, which applies generally to the financial effect of weak employee on an enterprise, such as the company's retracting actions. The action of withdrawal can occur if there is a discrepancy between corporate and workers values. For example, missing project meetings or even quitting the organization (H. M. Alzoubi et al., 2022b). The dimensions we will discuss include;

- **Performance evaluation**

To measure the extent of success workers have reached to, we can measure the level a task has been fulfilled to. Giving a feedback about the performance of employees in different aspects, like in the job, skills or even the weaknesses, describes this dimension (A I Aljumah et al., 2022b; El Khatib et al., 2021). This can help with putting the right person in the right place, showing employees their success, arranging training courses to help them improve, and determining the worth-salary level (Blooshi et al., 2023).

- **Organizational citizenship behavior (OCB)**

OCB (Nadzri et al., 2023) is an extra-role behavior; workers are involved in which is not directly part of their work duties, which involves supporting the organization, assisting staff with tasks or issues, and creating and maintaining interpersonal relationships (El Khatib and Ahmed, 2020).

- **Self-efficacy**

Self-efficacy is defined as an individual's confidence in his or her capacity to perform a particular task (Arshad et al., 2023). According to social cognitive theory, self-efficacy relates to the assumption that one has the potential to "mobilize the motivation, cognitive resources, and courses of action required to satisfy

defined situational demands" (Gaytan et al., 2023). Previous studies have shown that self-efficacy predicts significant work-related outcomes, such as workplace behaviors (Saks, 1995), preparation skills (Aljumah et al., 2021a), and job performance (T M Ghazal et al., 2023c).

3. LITERATURE REVIEW

3.1 *The Relationship between Employee Creativity and Job Stress*

To start off, we will be describing the impact of the individual creativity and its dimensions on job stress and its dimensions.

Firstly, the mood of individuals and their personal perspectives play the biggest role on forming their creativity (Aljumah et al., 2021b). This also affects the level of satisfaction they have toward their job. For example, the exact same job can be the dream job for a worker, but the worst one for the other (Alzoubi et al., 2019; Tariq et al., 2022b). Especially when we talk about industrial industries, which have a lot of work to do, workers can have different moods affecting their motivation to work and so, they start to feel more job stress (A I Aljumah et al., 2022b; Bawaneh et al., 2023; Kassem and Martinez, 2022; Nasifoglu Elidemir et al., 2020). On the other hand, more positive moods and optimistic view of the work can increase the satisfaction (Varma et al., 2023).

According to (Ghazal et al., 2021), moods and personal factors also affect how a worker is functioning according to his social structure. Bad moods create higher pressure in the social structure dimension; this creates more responsibilities and expectations, which increase the work stress (Mubeen et al., 2022). Sometimes, this can create real effects on job, due to change in the level of focus. Finally, good attitude can change the way a worker takes the job complexity (Muhammad Alshurideh et al., 2023; Jamal, 1984; M T Nuseir et al., 2022a). Creativity that comes from this perspective, highly affect the stress resulting from complexity. Bad moods can leave workers focusing on their jobs from the complex side and stressing about the long working hours. This can lead to a disaster (Akour et al., 2021; AlDhaheri et al., 2023).

Secondly, different job characteristics can give individuals various levels of creativity, creating

different perspective about the satisfaction and motivation of work (Yasir et al., 2022)

. In industrial industries, the job description can be changed from time to time according to many factors, affecting the job stress workers feel (Alhamad et al., 2021). The way job is discussed with workers can affect the way they behave and look at their social structure, making them recognize the gap between the roles they play and thus impact the job stress (Al-Kassem et al., 2022; Aljumah et al., 2023; E. Khatib et al., 2022). The job, required skills, and evaluation of it usually characterize the complexity address in the job (Nuseir et al., 2021). The individual creativity which we try to get from the mentioned earlier, can be required at high levels from workers in industrial industries, this will increase the stress coming from the job, due to increasing the complexity of the job to reach the expected quality (El Khatib and Ahmed, 2018; T M Ghazal et al., 2023b).

Thirdly, Mastery, which explains the way an individual works on recovering from the work environment that he or she has spent a lot of time in (A. Al-Marouf et al., 2021; Gulseven and Ahmed, 2022). Recovery is achieved by practicing activities outside the organization that help clearing the mind like attending courses not related to work, practicing a hobby, developing an art talent or other practices (Khatib and Opulencia, 2015; M T Nuseir et al., 2022b). Mastery helps with relieving the stress out individual's nervous system (Farrukh et al., 2023). This happens by increasing the level of satisfaction, reducing the gap between different social structures and handling the job complexity (R. S. Al-Marouf et al., 2021b). Mastery is important in industrial industries because if workers and managers can't recover from pressure they will not be creative enough due to stress. According to the above discussion, we developed the following hypothesis:

H1: Individual creativity can impact job stress.

3.2. *The Relationship between Job Stress and Job Performance*

Then, we are going to explain the second relationship between job stress and performance based on their dimensions. Stress certainly affects managers' job efficiency, especially in the face of growing market demands, pressures and uncertainty.

Dissatisfaction in the job leads to less quality, efficiency and effectiveness. It will definitely affect the work atmosphere, making it more tensioned and weakened (H. M. Alzoubi et al., 2022d). More wasting of time, irregular attendance and fines can also occur. All of this affects the organization and its outcomes (El Khatib, 2015). This will be noticed in the performance of industrial industries through the evaluation and level of success for projects (T M Ghazal et al., 2023b; Nuseir et al., 2020). Also, the extra roles workers do to support the organization may not reach to the end. Managers can refuse to work with individuals on the job or in their private lives (Abudaqa et al., 2022; El Khatib et al., 2019). Low interest and enthusiasm at work because of long-term dissatisfaction and constant complaining about little achievement influence the operating efficiency of managers and therefore the success of a project indirectly (Khatib et al., 2016). The problems of people including pressure, anxiety, worry, despair and tiredness resulting from their work or families make it impossible for them to perform their best in their job. This is basically because work and family are of the main parts of a worker life (R. S. Al-Marouf et al., 2021a; Nuseir and Aljumah, 2022). Effects from this dimension can be immediately noticed when evaluating the work and OCB (T M Ghazal et al., 2023a).

As employees sometimes work better with time pressure, accordingly stress can be positively related to performance (Ahmad Ibrahim Aljumah et al., 2022b; Alzoubi et al., 2020; El Khatib and Ahmed, 2019). An individual may assume that he or she will perform best under a certain amount of time pressure, realizing that it pushes him or her to work harder, quicker and longer. Better results of success can be measured and workers may be more encouraged to do extra to support the industry (Amiri et al., 2020). For example, in the performance of a mission, managers are usually called essential persons (El Khatib et al., 2020b). Managers have a position to play not just in the planning, coordination and supervision of the project team, but also in the management of complex scheduling constraints (Al-Kassem et al., 2022; Nuseir, 2020). With this load of work to do it is normal for them to experience high levels of stress (I. A. Akour et al., 2022; Muhammad Turki Alshurideh et al., 2022c).

Moreover, being stressed, leads to not being able to

be creative at the workplace, not being able to be creative leads to depression and turns the working life into a daily routine, in which the individual is suffering to finish in a daily manner, leading to lower self-esteem towards work and accordingly lower performance levels (Sakkthivel et al., 2022). Too much stress will have bad results on professionals. While insufficient stress can lead to dull and a lack of focus, or inspiration (Al-Kassem et al., 2013). Only "normal" tension is known to be safe, efficient, and effective in the achievement of individual performance (Nuseir and Elrefae, 2022). According to the discussed literature, we reach to the following:

H2: Job stress can impact job performance.

3.3. *The Relationship between Employee Creativity and Job Performance*

Also individual creativity affects the job performance through the dimensions.

Creativity in this relationship can be considered as the process of finishing work or enhancing the performance innovatively (Hani Al-Kassem, 2021; M. El Khatib et al., 2021). Good mood lead to creativity and doesn't only define the success of an organization, but also makes productive collaboration simpler between employees. Once workers become innovative at work, they create improved ways of operation (Ahmed et al., 2022). Empirically, it has been shown that individuals become more successful in a good mood (Al-Kassem, 2017; Al-Marouf et al., 2022a). Improved versatility in thinking and knowledge leads to improvements in conflict solving and productivity among workers and tends to enhance the efficiency of these workers (Akour et al., 2023; Nuseir, 2021). Better moods coming from individuals reflect more superior performance shown through projects and higher support for the organization (M Alshurideh et al., 2023; El Khatib et al., 2020a).

Job characteristics of industrial industries can bring more and more creativity to the work. This increases the positive results and can create better interpersonal relationship between workers. All of this reflects on the industry outcomes.

(I. Akour et al., 2022) investigated, relaxing from the work stress and detaching from the working environment by focusing on other interests has a great impact on the clarity of the mind of the individual. According to (Muhammad Turki Alshurideh et al., 2023c; Kurdi et al., 2022a), this

helps regenerating the power and strength of the employees into coming back to performing the tasks assigned to them in a more creative way (Aityassine et al., 2022; Al-Kassem et al., 2012; E. Khatib et al., 2021). This is through coming up with new ideas and innovative solutions, leading to excellent, even outstanding performance outcome (Muhammad Turki Alshurideh et al., 2022a).

When employees are having the chance to get the mind-peace required for them to regenerate themselves, this impacts the self-efficacy and self-esteem of the employee and make them feel innovative, creative or useful (Kurdi et al., 2022b; Mat Som and Kassem, 2013). This will make them more related to the job and loyal enough. According to the discussion, we developed the following hypothesis:

H3: Individual creativity can impact job performance.

3.4. *Relationship between Employee Creativity and Job Performance with mediating role of Job Stress*

The bulk of activities for industrial firms are deemed repetitive and standardized, this affect the generation of individual's creative ideas, which in return increases the level of job complexity and stress (Muhammad Turki Alshurideh et al., 2023b). Therefore, the outcomes of performances will tend to be worse than expected (Khatib, 2022). When workers find their work exciting, significant, valuable, easy to recover from, self-sufficient, and demanding, they tend to give more good ideas and make the most of the commitment in the success and development of their jobs (Al-Awamleh et al., 2022; Al-Kassem, 2014). This is because they will be more motivated due to functioning in a healthy environment, allowing creativity levels to increase and complexity tasks to be simplified. All of this will be reflected on the final performance and results of projects (Al-Marouf et al., 2022b). The framework in which researches are done shows that the effect of positive mood on creativity and production is moderated by job complexity (H. M. Alzoubi et al., 2022a). In realistic words, workers should understand the optimistic effect of the attitude of their staff and how effective work design will affect their behavior and performance (Muhammad Turki Alshurideh et al., 2023a). According to the discussion, we developed the following hypothesis:

H4: Employee Creativity has positive impact on job performance with mediating role of Job Stress.

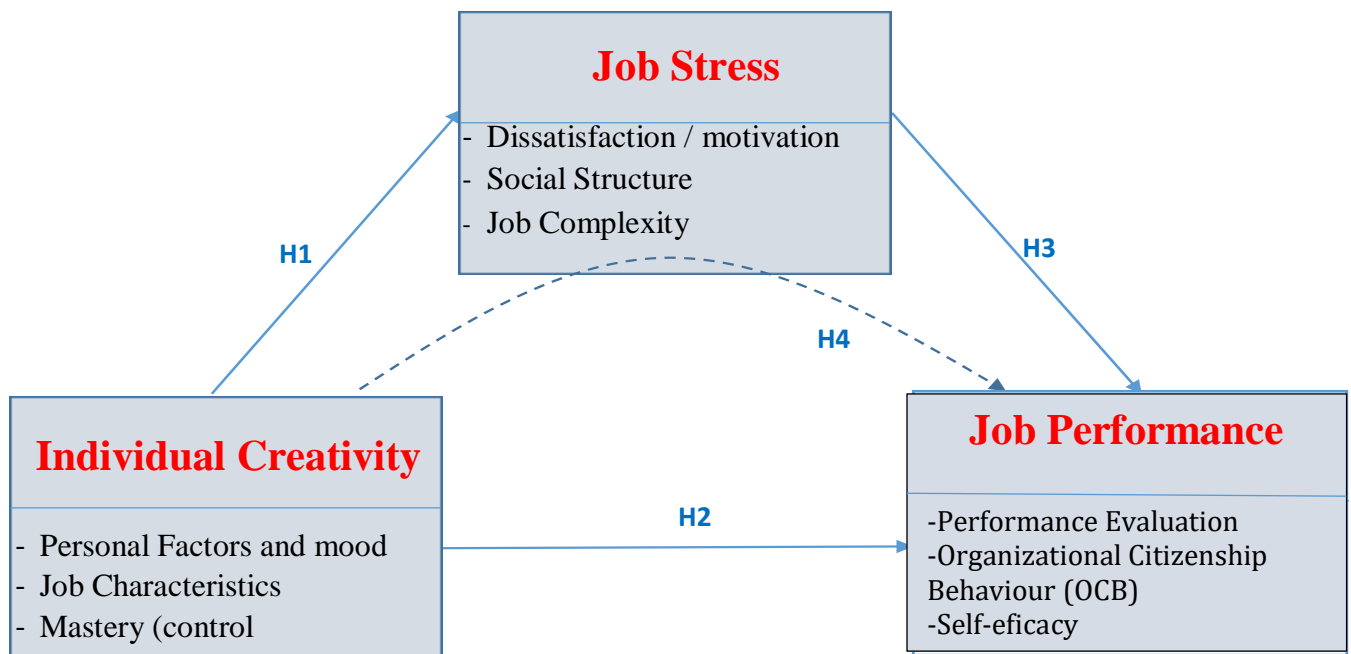
3.5. Problem statement

There are not enough researches done for the variables we are conducting together. The effect of the dimensions on each other is not clear enough in the chosen industry. This may lead to some conflicts and when we talk about industries, failure or even small mistakes that can lead to serious huge issues. Also, each one of the chosen variables has an effect on the industry and the way it functions. Yet, each one of them may affect the other and create a positive or negative relationship. The critical areas need to be clarified and taken care of to avoid any undesired issues. The less critical areas need to be supported to enhance the job performance, with less stress and more creative individuals.

The information we need to know was addressed in the research, which is the impact of job stress and the creativity of the individual on the performance of the job handled by the employees either individually or in a team. We have focused on how stress at the work environment can affect the performance of the employee and also how it's

affected by the ability to be creative if the working environment is stressful. We studied the relationship between creativity of individuals and its impact of performing the tasks assigned to employees. We have also clarified how employees' creativity helps enhancing performance (Ahmed and Nabeel Al Amiri, 2022; Lee et al., 2023).

The reason why we have selected this research is that scholars have paid less attention to an individual's personal characteristics, and there has been very limited research in which both personal and contextual characteristics are integrated. Unfortunately, relatively little attention has been paid to the performance of individuals as an outcome influenced by mood, or to the mediation of creativity in the relationship between positive mood and individual performance (Abudaqa et al., 2021). Also because there is no enough attention was given to industrial industries in studying the effect of mood on creativity, performance and stress. Furthermore, industrial industries create the infrastructure we live on. So, even little mistakes are not allowed.



4. METHODOLOGY

The targeted population is the SMEs of the Industrial companies in the UAE (manufacturing and construction). Such as; Production of construction materials Industries, Food and

Beverage Production Industry, clothing and textiles Industry, Mechanical engineering, metal products and equipment manufacturing Industries. The size of population is around 64,000 industries. We have chosen this population because the UAE

has a high economic growth and therefore, it conducts many industrial activities, making it easier to get the required data.

The population is so big and we can't reach it all, which makes it hard to obtain accurate information. That's why we decided to take a sample and make it clustered, including only companies in Dubai. Our sample is considered of the top 660 SMEs in Dubai, which matches the minimum sample number required according to the population. The top performance will be according to the standards that the UAE, and especially Dubai, value. It is hard to determine the number of companies in our industry, especially in Dubai, the economic capital, so we decided to focus on the top-performance industries to make it easier.

The main instrument to collect data is through an empirical questionnaire. The Unit of Analysis

(respondents): we have addressed the HRs of each of the sample industries and requested them to distribute our survey on their workers of different level like, HR, research and development, labors, engineers, etc.. The distribution and collection will be through our email to keep high level of confidentiality. We chose them because we believe that they are skilled enough to recognize the variables we are talking about, especially that they take them into consideration when hiring.

5. EMPIRICAL ANALYSIS

Based on the below mentioned questionnaire the study construct were measured to evaluate the responsiveness of employees regarding creative working, bearing job stress and improving job performance. The questionnaire was divided into three section based on each construct.

Table 1 : Employee Creativity

1 st Independent variable		<u>Strongly disagree</u> <u>ree 1</u>	<u>Disagree</u> <u>ree 2</u>	<u>Neutral</u> <u>ree 3</u>	<u>Agree</u> <u>ree 4</u>	<u>Strongly agree</u> <u>ree 5</u>
1-IV						
Dimension-1 Personal Factors and mood	The personality and interpersonal aspects can affect innovation and creativity negatively, if the person can't differentiate between work and personal life.					
	The key factor in problem solving is to collect creative ideas from individuals, rather than groups.					
	Solving any problem needs a good clear mood to be able to come up with a creative solution.					
Dimension-2 Job Characteristics	Individual creativity is the main source of creativity in an industry.					
	Individuals can be more creative when they work alone, rather than working in groups.					
	Individuals in higher level positions are not as creative as the ones of lower level positions due to the amount of tasks assigned to each.					
Dimension-3 Mastery (control, development, skills)	Individuals being able to detach from their work has a good impact on their recovery that will lead to easily coming up with new ideas and performing the tasks assigned to them.					
	Having courses and attending classes outside the organization is a helpful recovery method that assets individuals to come back with					

	greater energy and clearer head.					
	creative activity and mastery experiences have valuable resources, such as skills, knowledge, and competency values, which can be carried over into the workforce.					

Table 2 : Job stress

2 nd Independent variable 2-IV		Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly disagree 5
Dimension-1 Dissatisfaction / motivation	Higher job stress levels lead to lower levels of satisfaction.					
	Job dissatisfaction is not a result of job stress.					
	Satisfaction at workplace leads to motivation into performing the tasks					
Dimension-2 Social Structure	The environment distraction should not be ignored as that it leads to higher job stress.					
	The job stress results only from environmental and social stress.					
	Having healthy engaging social life helps in relieving the work stress					
Dimension-3 Job Complexity	The more complex a job is, the more stressed it will be.					
	The job stress is mainly measured by how complex a job is.					
	The job stress varies according to the complexity of the job, not vice versa.					

Table 3: Job performance

Dependent variable DV		Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly disagree 5
Dimension-1 performance evaluation	Continuous evaluation of the tasks performed helps enhancing the quality of the performance					
	Working with positive productive employees and leaders can increase the quality of the job performed.					
Dimension-2 Organizational Citizenship Behavior (OCB)	Being involved in non-work duties, such as supporting the organization, assisting staff with tasks or issues, and creating and maintaining interpersonal					

	relationships can enhance the creativity of the performance.					
	The ability to act independently from a procedural pattern and to find creative approaches to accomplish tasks leads to creativity in job performance-outcome					
	Getting a good recovery from work can lead to better performance outcomes					
Dimension-3 Self-efficacy	Individual's confidence in his or her capacity to perform a particular task, has an effect on job performance					
	Having high level of self-efficacy can get individual to perform tasks at workplace more efficiently and creatively.					

6. DISCUSSION

H1: Individual creativity can impact job stress

The relationship between employee creativity and job performance has been a topic of interest and debate in organizational psychology and management literature. While some studies suggest a positive association between employee creativity and job performance, others present a more nuanced perspective.

Measuring creativity is inherently challenging due to its subjective nature. Assessing the level of creativity in job performance requires the use of subjective judgments or ratings, which can introduce biases. Different raters may have varying interpretations of creativity, leading to inconsistencies in measurement and potentially affecting the observed relationship with job performance.

Employee creativity is often task-specific, meaning that it may be more relevant and beneficial for certain job roles or tasks than others. While creativity might be highly valued in some domains, such as marketing or product development, its impact on job performance may be less pronounced in more routine or structured roles. Therefore, the relationship between creativity and job performance may depend on the specific context and the nature of the job.

Engaging in creative endeavors often requires time and effort, which may divert resources away from

other job-related tasks. Employees who invest significant effort in generating novel ideas and solutions may allocate less time to routine tasks or established job responsibilities. This trade-off could potentially impact overall job performance, leading to a more complex relationship between creativity and performance.

The relationship between employee creativity and job performance may be influenced by the level of fit between an individual's creative tendencies and the job requirements. When employees are given opportunities to utilize their creative skills in tasks that align with their strengths, the positive impact on job performance is more likely. However, if the job does not allow for the expression of creativity or if an individual's creative abilities are not well-matched with the job demands, the relationship may be weaker or even negative.

The organizational context plays a crucial role in facilitating or inhibiting the relationship between employee creativity and job performance. Factors such as managerial support, resources, and recognition for creative efforts can influence employees' motivation and willingness to engage in creative behaviors. Lack of support or a culture that does not value or reward creativity may diminish the impact of employee creativity on job performance.

Although creativity is often regarded as a positive attribute, it can also have potential downsides. Highly creative individuals may generate

unconventional ideas that do not align with organizational goals or constraints. This may result in inefficiencies, conflicts, or suboptimal outcomes, ultimately affecting job performance. Balancing the benefits and potential risks of employee creativity is essential for a comprehensive understanding of its relationship with job performance.

The impact of employee creativity on job performance may not always be immediate or easily observable. Some creative ideas or initiatives may take time to materialize and demonstrate their impact on performance. Therefore, assessing the relationship between creativity and job performance solely based on short-term outcomes may not capture the full picture.

Mediating factors: Various mediating factors can influence the relationship between employee creativity and job performance. Factors such as job autonomy, task complexity, team dynamics, and leadership support can moderate or mediate this relationship. Neglecting the influence of these mediating factors may oversimplify the understanding of how creativity relates to job performance.

H2: *Job stress can impact job performance*

The impact of job stress on job performance has been a topic of significant interest in organizational psychology and management research. While many studies have found a negative relationship between job stress and job performance, it is crucial to critically examine the complexities and potential limitations of this relationship.

Job stress is a multifaceted construct that encompasses various dimensions, including workload, time pressure, role ambiguity, interpersonal conflicts, and organizational constraints. Different individuals may experience and perceive job stress differently, making it challenging to generalize the impact on job performance. Focusing solely on overall job stress without considering specific stressors or their interactions may oversimplify the relationship.

Individuals differ in their resilience, coping mechanisms, and ability to manage and adapt to stressful situations. While some individuals may experience a decline in job performance when faced with high levels of stress, others may exhibit resilience or employ effective coping strategies to mitigate the negative impact. Therefore, the

relationship between job stress and job performance may vary depending on individual differences.

The relationship between job stress and job performance can be influenced by various moderating factors. Factors such as job control, social support, and personal resources can mitigate or exacerbate the impact of job stress on job performance. Neglecting these moderating factors can lead to an incomplete understanding of the relationship and its implications.

The relationship between job stress and job performance may not be a simple linear association. There may be a threshold or curvilinear relationship, indicating that moderate levels of stress can enhance performance, while extremely high or prolonged levels of stress can have detrimental effects. Failing to consider the non-linear nature of the relationship can lead to oversimplification and misinterpretation of the findings.

The relationship between job stress and job performance can be mediated by various factors. For example, job satisfaction, organizational commitment, and psychological well-being can act as mediators, influencing the strength and direction of the relationship. Ignoring these mediating factors may overlook important mechanisms through which job stress impacts job performance.

H3: *Individual creativity can impact job performance.*

Many studies have found a positive association between individual creativity and job performance, it is important to critically examine the complexities and potential limitations of this relationship.

Subjectivity in measuring creativity: Measuring individual creativity is a challenging task due to its subjective nature. Assessing creativity often relies on subjective judgments, ratings, or self-reported measures, which can introduce biases and measurement error. Different raters may have different interpretations of creativity, leading to inconsistencies in measurement and potentially influencing the observed relationship with job performance.

Task-specific creativity: Individual creativity may be task-specific, meaning that it may be more relevant and beneficial for certain job roles or tasks

than others. While creativity might be highly valued and have a significant impact on performance in certain domains, such as innovation or problem-solving, its relevance and impact may be less pronounced in more routine or structured job roles. Thus, the relationship between individual creativity and job performance may depend on the specific context and job requirements.

Time and effort trade-off: Engaging in creative endeavors often requires time, effort, and cognitive resources. Individuals who invest significant effort in generating novel ideas and solutions may allocate less time to other job-related tasks or established responsibilities. This trade-off could potentially affect overall job performance and introduce a more complex relationship between individual creativity and performance.

Organizational support and recognition: The organizational context plays a crucial role in fostering and leveraging individual creativity. Factors such as organizational culture, support for creative ideas, resources, and recognition for creative efforts can influence employees' motivation and willingness to engage in creative behaviors. Without organizational support and recognition, individual creativity may not translate into improved job performance, as employees may perceive limited opportunities or face barriers in implementing their creative ideas.

Creative idea quality and feasibility: Not all creative ideas generated by individuals are equally valuable or feasible. While creativity is often associated with generating novel and original ideas, the quality, applicability, and practicality of these ideas can vary. Evaluating the impact of individual creativity on job performance should consider the extent to which the creative ideas contribute to tangible outcomes, innovation, problem-solving, or improved work processes.

4. CONCLUSION

employees' creativity is a powerful tool in mitigating job stress and achieving job performance. By cultivating and harnessing creativity in the workplace, individuals can develop innovative solutions, find emotional release, and contribute to a positive work culture. Organizations that recognize and nurture the creative potential of their employees will undoubtedly reap the benefits of reduced stress,

increased job satisfaction, and enhanced overall performance. Therefore, it is crucial for both individuals and organizations to embrace and prioritize creativity as an essential component of a successful and stress-free work environment.

Furthermore, fostering a work culture that encourages and values creativity can significantly contribute to stress reduction and improved performance. Organizations that promote open communication, collaboration, and idea-sharing provide employees with the opportunity to express their creativity freely. This inclusivity not only empowers individuals but also fosters a sense of ownership and engagement in their work. Feeling valued and supported in their creative pursuits, employees are more likely to experience reduced stress levels and exhibit higher levels of job satisfaction and performance.

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Explicating the mediating role of Outsourcing Strategy: Operations Management Practices affecting Capacity Expansion Decision

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ABSTRACT

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Understanding the relationship between operations management practices, capacity expansion decisions, and the mediating role of outsourcing is essential for organizations seeking to optimize their operations in dynamic market environments. Therefore, this study is aimed to empirically evaluate the relationship between operations management practices and capacity expansion decision with mediating role of outsourcing strategy. Pharmaceutical industry was targeted to gather respondent's data in order to statistically evaluate. 175 respondent's data from 18 pharmaceutical companies were incorporated and examined using SmartPLS 4.0. As a result, operations management practices play a crucial role in evaluating the need for capacity expansion, optimizing processes, analyzing risks, and aligning operations with strategic goals. However, the outsourcing strategy acts as a mediating factor that influences the final decision. The outsourcing strategy considers cost-effectiveness, flexibility, core competency focus, risk management, and strategic alignment. By incorporating the outsourcing strategy, organizations can make informed decisions that maximize operational efficiency and support long-term growth objectives.

1. INTRODUCTION

In today's highly competitive business environment, organizations are constantly striving to enhance their operational efficiency and effectively manage their resources. Operations management practices play a critical role in achieving these objectives, as they encompass a wide range of activities aimed at optimizing processes, improving productivity, and ensuring the smooth flow of goods and services. One key

decision that operations managers often face is whether to expand their capacity to meet growing demands and capitalize on new opportunities. The capacity expansion decision holds significant implications for organizations, as it involves substantial investments in infrastructure, technology, and human resources. It requires careful consideration of various factors, including market demand, financial feasibility, technological

advancements, and operational capabilities. Furthermore, the impact of operations management practices on this decision cannot be overlooked, as they directly influence an organization's ability to effectively utilize its resources and meet customer requirements (Hitt et al., 2016).

Operations management practices encompass a broad spectrum of activities, ranging from supply chain management and production planning to quality control and inventory management. These practices help organizations optimize their processes, minimize waste, and improve overall efficiency (Sutawidjaya et al., 2020). By implementing effective operations management practices, organizations can enhance their capacity utilization, reduce costs, and streamline their operations, ultimately positioning themselves for growth and success. (Nawanir et al., 2013)

The relationship between operations management practices and the capacity expansion decision is multi-faceted (Ishizaka et al., 2019). First and foremost, operations management practices enable organizations to accurately assess their current capacity utilization and identify potential bottlenecks or inefficiencies. By analyzing key performance indicators, such as production rates, cycle times, and resource utilization, operations managers can determine whether existing capacity can meet projected demands or if expansion is necessary (Raut et al., 2019).

Furthermore, operations management practices facilitate the identification of process improvements and productivity enhancements that can optimize existing capacity. By implementing lean manufacturing principles, for example, organizations can eliminate waste, reduce lead times, and increase throughput, thus maximizing their current capacity without immediate expansion (Lee and Charles, 2022).

On the other hand, operations management practices can also provide valuable insights into the feasibility and requirements of capacity expansion (Allaoui et al., 2019). By analyzing historical data, demand patterns, and market forecasts, operations managers can estimate the expected increase in demand and determine the additional capacity required to meet it (Ishizaka et al., 2019). Additionally, operations management practices help organizations evaluate the financial implications of expansion, considering factors such

as capital investments, operating costs, and return on investment (Lee and Charles, 2022).

Outsourcing strategy refers to the deliberate decision of an organization to delegate certain operational tasks or functions to external partners or suppliers (Nuseir and Aljumah, 2020). This strategic approach allows organizations to leverage external expertise, access specialized resources, and focus on their core competencies while expanding their capacity. The integration of outsourcing strategy into the capacity expansion decision can significantly influence the overall impact of operations management practices (Edvardsson et al., 2020).

The relationship between operations management practices, capacity expansion, and outsourcing strategy is intricate and interdependent. On one hand, operations management practices enable organizations to assess their current capacity utilization, identify potential inefficiencies, and determine the need for expansion. By analyzing key performance indicators and optimizing existing processes, organizations can maximize their current capacity and potentially postpone or minimize the need for immediate capacity expansion (Battistoni et al., 2013).

Moreover, the impact of operations management practices on the capacity expansion decision is profound. These practices enable organizations to assess their current capacity utilization, optimize existing processes, and evaluate the feasibility of expansion (Kurilova et al., 2019). By implementing effective operations management practices, organizations can make informed decisions regarding capacity expansion, ensuring that they meet customer demands, stay competitive, and achieve long-term growth.

2. THEORETICAL BACKGROUND

2.1. Operations Management

Operations management practices refer to a set of strategies, principles, and activities employed by organizations to effectively and efficiently manage their operations. These practices encompass a wide range of activities involved in the design, planning, execution, and control of various processes and resources within an organization (Alshawabkeh et al., 2021). The primary objective of operations management practices is to optimize productivity, minimize waste, enhance quality, and ensure the smooth flow of goods and services.

Operations management practices cover a broad spectrum of activities, including but not limited to:

1. **Production Planning:** This involves determining the most efficient methods, processes, and resources required to produce goods or deliver services. It includes activities such as capacity planning, material requirements planning, and scheduling.
2. **Supply Chain Management:** This practice focuses on managing the flow of materials, information, and resources from suppliers to the final customers. It involves activities such as procurement, logistics, inventory management, and supplier relationship management (Bawaneh et al., 2023).
3. **Quality Management:** This practice aims to ensure that products or services meet or exceed customer expectations. It includes activities such as quality control, quality assurance, continuous improvement, and the implementation of quality standards or certifications.
4. **Process Improvement:** This involves identifying and implementing strategies to enhance operational efficiency and effectiveness. It may include methodologies such as Lean Manufacturing, Six Sigma, or Total Quality Management, which aim to eliminate waste, reduce defects, and improve overall performance (M. T. Alshurideh et al., 2023a).
5. **Inventory Management:** This practice involves managing the levels of raw materials, work-in-progress, and finished goods to ensure optimal inventory levels. It includes activities such as demand forecasting, stock control, and order management (Kurdi et al., 2022c).
6. **Technology and Innovation:** This practice focuses on leveraging technology and innovation to improve operations. It includes activities such as adopting new technologies, implementing automation or digitization, and fostering a culture of innovation within the organization (Nuseira and Aljumahb, 2020).
7. **Human Resource Management:** This practice involves managing the workforce to ensure that employees have the

necessary skills, training, and motivation to perform their tasks effectively (Khan et al., 2022). It includes activities such as recruitment, training, performance management, and employee engagement (Akour et al., 2023).

By implementing effective operations management practices, organizations can enhance their operational efficiency, reduce costs, improve customer satisfaction, and gain a competitive advantage in the market (Aljumah et al., 2020). These practices are vital for organizations across various industries and sectors, as they provide the foundation for effective resource utilization, process optimization, and strategic decision-making.



Figure 1: Operation Management Practices

2.2 Capacity Expansion Decision

The capacity expansion decision refers to the strategic process undertaken by an organization to increase its production or service delivery capabilities in response to growing demand, new market opportunities, or the need to improve operational efficiency (Al Aljumah et al., 2022a). It involves evaluating the current capacity of an organization's resources, infrastructure, and systems, and making a decision to invest in additional resources or infrastructure to meet future demand requirements (I. Akour et al., 2022). Capacity expansion decisions are critical for organizations as they directly impact the ability to meet customer needs, maintain competitiveness, and support business growth. These decisions typically involve a thorough analysis of various factors such as market demand trends, sales forecasts, production or service delivery capabilities, and financial considerations (Aityassine et al., 2022).

When making a capacity expansion decision, organizations need to assess the feasibility, risks, and potential benefits associated with expanding their operations. This includes evaluating factors such as the availability of financial resources, technological requirements, human resources, potential bottlenecks or constraints, and the impact on overall operational efficiency (M. T. Alshurideh et al., 2023d).

The expansion can take different forms, depending on the specific needs of the organization. It may involve adding physical infrastructure, such as building new facilities, expanding existing ones, or acquiring new equipment and machinery (Aljumah et al., 2021a; Gaytan et al., 2023). Alternatively, it may involve investing in technological advancements, process improvements, or adopting automation solutions to optimize existing capacity. Capacity expansion decisions can also involve outsourcing certain functions or partnering with external suppliers to leverage their resources and capabilities.

2.2. Outsourcing Strategy

Outsourcing strategy refers to the deliberate and strategic decision made by an organization to delegate specific business functions, tasks, or processes to external vendors, suppliers, or service providers. It involves transferring the responsibility of performing these activities to

external entities with specialized expertise, resources, or cost advantages (AlDhaheer et al., 2023).

An outsourcing strategy is driven by the objective of leveraging external capabilities, reducing costs, improving efficiency, and focusing on core competencies (Al-Awamleh et al., 2022; M. T. Alshurideh et al., 2023c). It allows organizations to tap into the expertise and economies of scale offered by external partners, enabling them to streamline operations, enhance quality, and gain a competitive advantage (Gulseven and Ahmed, 2022).

When implementing an outsourcing strategy, organizations typically identify specific functions or processes that can be effectively performed by external entities. These functions may include information technology services, customer support, manufacturing, logistics, human resources, or financial management, among others.

The outsourcing strategy involves a series of steps, including:

Identification of Outsourcing Opportunities: Organizations assess their internal processes and identify functions that can be potentially outsourced to external vendors.

Vendor Selection: Organizations evaluate potential vendors based on their expertise, track record, cost-effectiveness, and ability to meet the organization's requirements (Kurdi et al., 2022b).

Contract Negotiation: Organizations negotiate the terms and conditions of the outsourcing agreement, including service level agreements, pricing, performance metrics, intellectual property rights, and data security (Abudaqa et al., 2022).

Transition and Implementation: Organizations plan and execute the transition of the identified functions or processes to the chosen vendor. This may involve knowledge transfer, training, and establishing communication channels.

Relationship Management: Organizations actively manage the relationship with the outsourcing vendor, ensuring that the agreed-upon services are delivered as per expectations. This includes ongoing performance monitoring, issue resolution, and periodic reviews (Mubeen et al., 2022).

An effective outsourcing strategy can yield several benefits for organizations, including cost savings, access to specialized expertise, scalability, risk mitigation, and increased focus on core business

activities (Al-Marroof et al., 2022b; Amiri et al., 2020). However, it also entails potential risks, such as loss of control, quality concerns, communication challenges, and dependency on external parties.

3. LITERATURE REVIEW

3.1. *Relationship between Operation Management Practices and Capacity Expansion Decision*

Operations management practices encompass a wide range of strategies, principles, and activities aimed at optimizing processes, improving productivity, and ensuring the smooth flow of goods and services within an organization (Aziz et al., 2023). These practices directly impact an organization's ability to effectively manage its resources, meet customer demands, and achieve operational excellence (M. T. Alshurideh et al., 2023b). When it comes to the capacity expansion decision, operations management practices play a crucial role in several ways as presented by (Farrukh et al., 2023; Yasir et al., 2022), Effective operations management practices enable organizations to accurately assess their current capacity utilization and identify potential bottlenecks or inefficiencies (Al-Marroof et al., 2022a). By analyzing key performance indicators such as production rates, cycle times, and resource utilization, operations managers can determine whether existing capacity can meet projected demands or if expansion is necessary (Sakkthivel et al., 2022). Operations management practices provide the tools and techniques to monitor and evaluate the utilization of resources, helping organizations make informed decisions about capacity expansion (Aljumah et al., 2021b). In Addition, operations management practices focus on optimizing processes, eliminating waste, and improving overall efficiency (H. M. Alzoubi et al., 2022b). By implementing lean manufacturing principles, for example, organizations can maximize their current capacity without immediate expansion. These practices help identify process improvements and productivity enhancements that can optimize existing capacity (Ahmed et al., 2022). By streamlining operations, reducing cycle times, and improving resource utilization, organizations can effectively utilize their current capacity and delay the need for expansion (I. A. Akour et al., 2022).

Furthermore, operations management practices assist in forecasting future demand and planning

for capacity requirements. By analyzing historical data, demand patterns, and market forecasts, operations managers can estimate the expected increase in demand and determine the additional capacity required to meet it. These practices provide the analytical tools and methodologies to project future demand, enabling organizations to make informed decisions about capacity expansion (Nuseir et al., 2021). By aligning their capacity with anticipated demand, organizations can avoid underutilization or overutilization of resources (R. S. Al-Marroof et al., 2021b).

Operations management practices facilitate the evaluation of the financial implications of capacity expansion. By considering factors such as capital investments, operating costs, and return on investment, operations managers can assess the financial feasibility of expanding capacity (Ahmed and Nabeel Al Amiri, 2022). These practices help organizations calculate the potential costs and benefits associated with capacity expansion, allowing them to make informed decisions based on financial considerations (T M Ghazal et al., 2023a; M T Nuseir et al., 2022a).

Overall, operations management practices provide the foundation for effective resource utilization, process optimization, and strategic decision-making (M. Alshurideh et al., 2022; Nadzri et al., 2023). They enable organizations to assess current capacity, optimize existing processes, forecast future demand, and evaluate the financial feasibility of capacity expansion (Muhammad Turki Alshurideh et al., 2022c). By leveraging these practices, organizations can make informed decisions regarding capacity expansion, ensuring that they meet customer demands, stay competitive, and achieve long-term growth

3.2. *Relationship between Operations Management and Outsourcing Strategy*

The relationship between operations management and outsourcing strategy is closely intertwined and interdependent (Louzi et al., 2022a). Operations management refers to the set of strategies, principles, and activities aimed at optimizing processes, improving productivity, and ensuring the smooth flow of goods and services within an organization (M T Nuseir et al., 2022b). On the other hand, outsourcing strategy involves the deliberate decision of an organization to delegate certain business functions or processes to external

vendors or service providers (Al-Dmour et al., 2023).

As highlighted by (Lee et al., 2023), operations management and outsourcing strategy should be aligned with the overall strategic objectives of the organization. The decision to outsource specific functions should be based on an understanding of how it fits into the broader operational goals and objectives (El Khatib, 2015). In observation of (M T Alshurideh et al., 2022), operations management practices help identify which functions are suitable for outsourcing and which ones are critical to keep in-house (Abudaqa et al., 2021). This strategic alignment ensures that outsourcing decisions contribute to improving operational efficiency and effectiveness (M. Alshurideh et al., 2023).

While a study by, investigated outsourcing strategy allows organizations to focus on their core competencies and strategic activities by offloading non-core functions to external partners (Nuseir and Aljumah, 2022). Operations management practices help identify core competencies and determine which activities should be retained in-house for better control and alignment with the organization's strengths (El Khatib et al., 2019). By outsourcing non-core functions, organizations can free up resources, streamline operations, and allocate more attention to their core areas of expertise. It enables organizations to tap into the specialized expertise and resources offered by external vendors (Muhammad Turki Alshurideh et al., 2022a; H. M. Alzoubi et al., 2022f). Operations management practices help identify areas where external partners can provide better capabilities or resources, such as advanced technology, specialized skills, or industry knowledge (H. M. Alzoubi et al., 2022a; Blooshi et al., 2023). By leveraging these capabilities through outsourcing, organizations can improve operational efficiency, enhance product/service quality, and gain a competitive advantage.

Flexibility and Scalability is also defined by (Khatib et al., 2016), that explains operations management practices often involve considering the capacity requirements and flexibility needed to meet changing market demands. Outsourcing strategy can provide organizations with the flexibility to scale their operations up or down quickly (Nuseir et al., 2020). By outsourcing certain functions, organizations can access additional capacity and resources as needed, without incurring significant

fixed costs or long-term commitments (A. Al-Marroof et al., 2021; Taher M. Ghazal et al., 2023). This flexibility allows organizations to respond effectively to market fluctuations, seasonal demands, or business expansion opportunities (H. M. Alzoubi et al., 2022e; El Khatib and Ahmed, 2019). Whereas, outsourcing strategy can help organizations mitigate risks associated with certain business functions. Operations management practices can identify areas of potential risk, such as quality control, supply chain disruptions, or regulatory compliance, and determine whether outsourcing can reduce those risks. By partnering with experienced and reliable vendors, organizations can transfer certain risks to external parties who have specialized expertise and established risk management processes.

According to (Alzoubi, H MALhamad et al., 2021; Arshad et al., 2023), effective operations management practices are necessary for monitoring and managing the performance of outsourcing partners. This includes establishing clear performance metrics, setting service level agreements, and maintaining effective communication channels (R. S. Al-Marroof et al., 2021a; Kassem and Martinez, 2022). Operations management practices help ensure that outsourcing partners meet the expected standards of quality, timeliness, and cost-effectiveness. Regular collaboration and feedback between the organization and outsourcing partners are crucial for maintaining alignment and continuous improvement (Al-Kassem et al., 2012).

3.3. Relationship between Outsourcing Strategy and Capacity Expansion Decision

Outsourcing and capacity expansion are two strategies that organizations often consider to optimize their operations and meet customer demands. Let's explore their relationship and how they influence each other:

One of the primary drivers for outsourcing is cost reduction (El Khatib et al., 2020b). By outsourcing certain activities or functions, organizations can benefit from lower labor costs, economies of scale, and reduced capital investment (Ahmad Ibrahim Aljumah et al., 2022b; Alzoubi et al., 2020). When considering capacity expansion, organizations assess the costs associated with expanding their internal operations versus outsourcing to external

vendors. Depending on the cost dynamics, outsourcing may be a more cost-effective option, especially if the required capacity expansion is temporary or uncertain (Al-Kassem et al., 2013).

It has argued by (Akour et al., 2021), outsourcing provides organizations with flexibility and scalability advantages. External vendors can quickly ramp up or down their operations based on demand fluctuations, enabling the organization to respond more efficiently to market changes (M. El Khatib et al., 2021). This scalability can be particularly beneficial in industries with seasonal demand patterns or unpredictable market conditions (Nuseir, 2020). Capacity expansion decisions need to factor in the organization's ability to scale internally and the associated time and resource constraints. If scalability is a priority, outsourcing can be a viable option to quickly meet increased demand without investing in long-term internal capacity (Alzoubi and Ahmed, 2019).

Outsourcing allows organizations to focus on their core competencies while leveraging external expertise for non-core activities (Tariq et al., 2022b). By outsourcing certain functions, organizations can allocate more resources and attention to areas where they have a competitive advantage or specialized knowledge (Louzi et al., 2022b; Nuseir and Elrefae, 2022). When making capacity expansion decisions, organizations need to evaluate whether the expansion aligns with their core competencies or if outsourcing would be a better fit. If the expansion requires expertise outside the organization's core capabilities, outsourcing may be a strategic choice to access specialized knowledge or technology (Al-Kassem et al., 2022).

In addition, it can help organizations mitigate risks associated with capacity constraints or market uncertainties (Almasaeid et al., 2022). By relying on external vendors, organizations can transfer some of the operational risks, such as labor shortages, supply chain disruptions, or regulatory compliance, to the outsourcing partners (Tariq et al., 2022a). Capacity expansion decisions should consider the associated risks and evaluate whether outsourcing provides a more risk-averse approach (El Khatib et al., 2020a; Mat Som and Kassem, 2013). For example, if the organization anticipates a temporary surge in demand or uncertain market conditions, outsourcing can offer a more flexible and less risky solution than investing in permanent

capacity expansion (Al-Kassem et al., 2022).

The relationship between outsourcing strategy and capacity expansion decision ultimately depends on the organization's overall strategic objectives. Both outsourcing and capacity expansion should align with the organization's long-term goals and competitive positioning. Organizations need to assess whether outsourcing or internal capacity expansion supports their strategic direction, customer value proposition, and overall business model. The decision may vary based on industry dynamics, market trends, and the organization's unique circumstances (Kurdi et al., 2022a).

It's important to note that the relationship between outsourcing strategy and capacity expansion decision is not one-size-fits-all. Each organization must evaluate its specific requirements, capabilities, and market conditions to determine the optimal balance between outsourcing and internal capacity expansion (H. M. Alzoubi et al., 2022d; Varma et al., 2023). The decision should consider factors such as cost, flexibility, core competencies, risk management, and strategic decision (H. Alzoubi et al., 2022).

3.4. Relationship between Operations Management Practices and Capacity Expansion Decision through Outsourcing Strategy

The relationship between operations management practices and capacity expansion decisions can be influenced by the mediating role of the outsourcing strategy. It has argued by (Alshurideh et al., 2020), operations management practices directly impact the need for capacity expansion, while the outsourcing strategy acts as a mediating factor that influences the final decision.

(E. Khatib et al., 2021) highlighted the operations management practices, such as capacity assessment, process optimization, risk analysis, supply chain optimization, performance metrics, and continuous improvement, directly influence the decision to expand capacity (T M Ghazal et al., 2023c). These practices help organizations identify the limitations of their existing operations and determine whether capacity expansion is necessary to meet growing customer demands (M. Alzoubi et al., 2021; Nuseir, 2021). By implementing efficient processes and analyzing performance metrics, organizations can assess the need for expansion and the associated

requirements (H. M. Alzoubi et al., 2022c). The outsourcing strategy acts as a mediating factor between operations management practices and capacity expansion decisions (El Khatib and Ahmed, 2018). Once the need for capacity expansion is identified, organizations must evaluate the most effective approach to fulfill the increased demand (Al-Kassem, 2014; Aljumah et al., 2023). The outsourcing strategy comes into play as a potential solution. It mediates the decision-making process by considering whether outsourcing certain activities or functions would be more beneficial than internal expansion (M. El Khatib et al., 2022b; Ramzan et al., 2022). However, the outsourcing strategy mediates the capacity expansion decision by considering factors such as cost-effectiveness and flexibility (Ahmad Ibrahim Aljumah et al., 2022a). Organizations assess the financial implications of both internal expansion and outsourcing. Outsourcing can offer cost advantages through economies of scale, reduced capital investment, and lower labor costs (Al-Kassem, 2017). It provides flexibility by allowing organizations to quickly adjust capacity based on demand fluctuations (T M Ghazal et al., 2023b; M. El Khatib et al., 2022a). The outsourcing strategy helps weigh these cost and flexibility factors against the benefits and limitations of internal expansion (Khatib et al., 2022). (Hani Al-Kassem, 2021) Emphasized another mediating role of the outsourcing strategy lies in the consideration of core competencies and risk management. Operations management practices emphasize focusing on core competencies to drive competitive advantage (Muhammad Turki Alshurideh et al., 2022b; Mohammed T. Nuseir et al., 2022). When evaluating capacity expansion,

organizations must determine whether certain activities are within their core competencies or better suited for outsourcing (El Khatib et al., 2021). By outsourcing non-core activities, organizations can concentrate their resources on areas of expertise. The outsourcing strategy also aids in risk management by transferring operational risks to external vendors, mitigating potential disruptions associated with capacity expansion.

Moreover, the outsourcing strategy mediates the capacity expansion decision by aligning it with the organization's overall strategic goals (El Khatib and Ahmed, 2020). Operations management practices evaluate operational efficiency and performance metrics, but the outsourcing strategy helps ensure that the expansion decision aligns with the organization's long-term objectives (A I Aljumah et al., 2022b; Alzoubi et al., 2019). It considers whether outsourcing supports the organization's strategic direction, enhances its value proposition, and aligns with its business model.

3.5. Hypothesis Development

H1: There is positive relationship between Operation Management Practices and Capacity Expansion Decision

H2: There is positive relationship between Operations Management and Outsourcing Strategy

H3: There is positive relationship between Outsourcing Strategy and Capacity Expansion Decision

H4: There is positive relationship between Operations Management Practices and Capacity Expansion Decision through Outsourcing Strategy.

3.6. Research Model

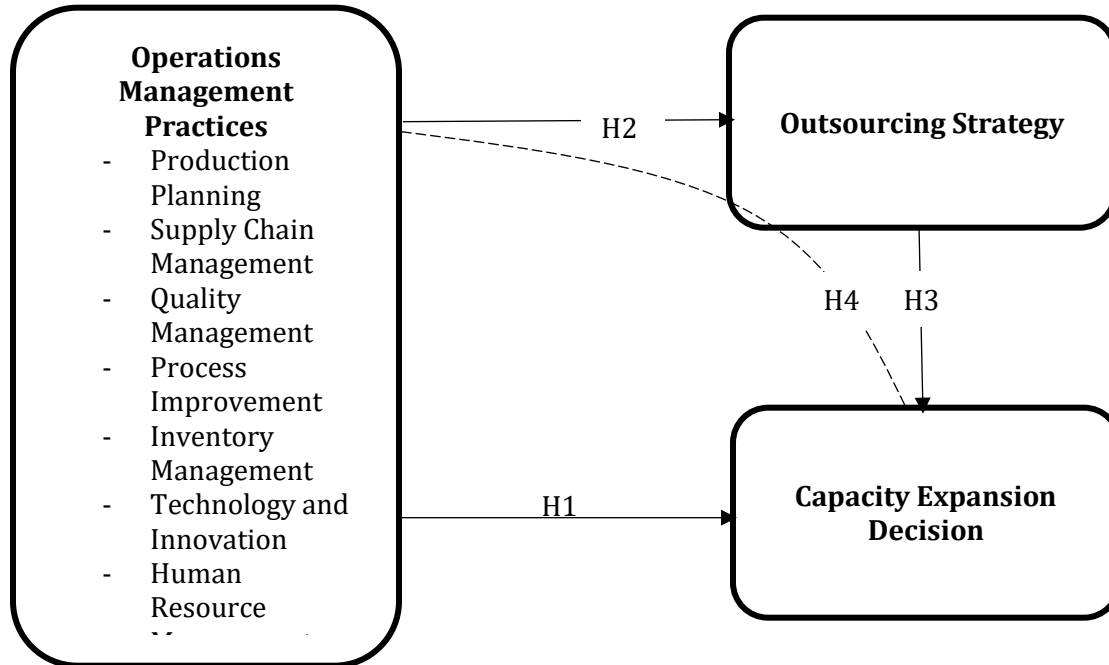


Figure 1 : Research Framework

4. METHODOLOGY

This study combines an empirical, exploratory, and descriptive research approach in an effort to better understand the relationships between operation management practices, outsourcing strategy, and capacity expansion decision. Through outsourcing strategy as a mediator, the study sought to empirically evaluate the direct and indirect implications of operation management practices and capacity expansion decision as viewed by managers on competitive priorities at pharmaceutical industry.

The 18 pharmaceutical companies involved in the UAE's medication production business make up the study's population. All pharmaceutical companies were taken into account as part of the study's full sample. All of the top managers in the examined organisations made up the unit of analysis, and 175 valid questionnaires were used to analyse the data. In order to comprehend the direct and indirect impact of operations management practices on the capacity expansion decision at pharmaceutical

businesses in UAE, data was analysed using the statistical SmartPLS software programme. A five-point Likert-type scale with anchors of "strongly disagree" and "strongly agree" was used in the questionnaire, which was used to measure the study variables.

5. EMPIRICAL ANALYSIS

The findings of the reliability and validity analysis are presented in this section. By calculating Cronbach's alpha (in Table 1), the dependability level of each scale was first assessed (Cronbach, 1951). Each scale displayed a level of reliability that was satisfactory. Then, we assessed the convergent validity and discriminant validity of two different types of validity. The factor loadings of the items should be significant and greater than 0.7; the composite reliability (CR) and Cronbach's alpha should both be greater than 0.7; and the average variance extracted (AVE) of the constructs should be greater than 0.5.

Table 1: Reliability and Validity Test (VIF, CA, CR, AVE)

Variables	Construct	VIF	Cronbach's Alpha	CR	AVE
Operations Management Practices	OMP1	1.784	0.880	0.860	0.519
	OMP2	1.375			
	OMP3	2.045			
	OMP4	2.035			
	OMP5	1.869			
	OMP66	1.588			
	OMP7	1.507			
Capacity Expansion Decision	CED1	1.492	0.890	0.873	0.504
	CED2	2.002			
	CED3	2.013			
	CED4	1.878			
	CED5	1.840			
Outsourcing Strategy	OS1	2.025	0.818	0.829	0.609
	OS2	1.051			
	OS3	1.069			
	OS4	1.232			
	OS5	1.576			
	OS6	1.613			
	OS7	1.331			
	OS8	1.353			

OMP=Operations Management Practices, CED=Capacity Expansion Decision, OS=Outsourcing Strategy, CA=Cronbach's Alpha, CR=Composite Reliability, AVE= Average Variance Extracted, VI= Variance Inflation Factor

Table 2: Hypothesis Assessment

Hypothesis	Paths	β	t-value	R ²	p-value	Decision
H1	OMP→CED	0.507	6.50	0.656	0.000	Supported
H2	OMP→OS	0.605	7.49	0.498	0.001	Supported
H3	OS→CED	0.623	5.03		0.000	Supported
H4	OMP→OS→CED	0.554	11.8		0.000	Partial Mediation

SmartPLS was used to generate the model's path relationships, and the Bootstrapping method was applied to determine the parameters' significance and obtain t-statistics. Table 2 displays the key effects' outcomes. CED and OS were calculated to have respective R² values of 0.65 and 0.49. The R-squared values of 0.19, 0.33, and 0.67 can be categorized as weak, moderate, and substantial, respectively. As a result, the R² values in this study can be categorized as large and moderate. In addition, the results showed a positive relationship between OMP and CED (B=.507, t-value=5.60,

p=0.000) indicating H1 is accepted. The relationship between OMP and OS depicted as positive significant (B=.605, t-value=7.49, p=0.000) H2 is also accepted. OS and CED has revealed a positive significant relationship showing (B=.632, t-value=5.03, p=0.001) H3 is supported in this study. The indirect relationship of OMP with CED through mediating effect of OS is revealed as positive significant that shows partial mediation of OS between the relationship of OMP and CED (B=.55, t-value=11.8, p=0.000) indicating partial mediation in the H4.

6. DISCUSSION

The hypothesized model of the study has revealed positive significant results of the proposed hypothesis. The results declared the impact of operations management practices on capacity expansion decisions, with the mediating role of the outsourcing strategy, presents both opportunities and challenges for organizations. While operations management practices provide a framework for assessing capacity needs and optimizing processes, the outsourcing strategy acts as a crucial mediating factor that influences the final decision.

It has displayed in statistical findings, operations management practices focus on maximizing efficiency and productivity within the organization. Capacity expansion decisions are typically driven by increased demand and the need to meet customer requirements. While operations management practices can identify the need for expansion, they may not provide a comprehensive analysis of whether outsourcing is the most appropriate solution. The outsourcing strategy may introduce complexities such as communication gaps, quality control issues, and dependence on external vendors, which could impact operational efficiency.

The results demonstrate cost considerations play a significant role in capacity expansion decisions. Operations management practices can help assess the financial implications of expanding internally versus outsourcing. However, organizations must critically evaluate the true costs and long-term implications of outsourcing. While outsourcing may appear cost-effective initially, hidden costs such as contract management, coordination efforts, and potential loss of control should be thoroughly evaluated. Organizations should carefully weigh the potential cost savings against the risks and additional management overhead associated with outsourcing.

Moreover, the outsourcing strategy introduces the concept of core competency focus. While operations management practices emphasize focusing on core competencies, the decision to outsource certain activities may compromise organizational knowledge and control. Organizations must critically evaluate whether outsourcing non-core activities aligns with their long-term strategic goals. Outsourcing may provide access to specialized expertise and

technologies, but it could also result in a loss of in-house capabilities and hinder future innovation and competitiveness.

Furthermore, risk management is a critical aspect of both operations management and outsourcing. Operations management practices involve identifying and managing operational risks, while outsourcing can help mitigate risks by transferring them to external vendors. However, outsourcing itself introduces new risks, such as dependency on external partners, potential disruptions, and loss of intellectual property. Organizations need to critically assess the risks associated with outsourcing and develop robust risk mitigation strategies to ensure smooth operations and protect their interests.

The findings suggest strategic alignment is vital when considering the impact of operations management practices on capacity expansion decisions. Organizations must critically evaluate how the outsourcing strategy aligns with their overall strategic objectives and value proposition. Outsourcing should not be seen as a standalone decision but rather as a means to support the organization's long-term growth and competitive advantage. Critical evaluation of whether outsourcing complements the organization's core competencies and enhances its strategic positioning is essential.

Consequently, while operations management practices provide valuable insights into capacity expansion decisions, the mediating role of the outsourcing strategy introduces complexities that require critical evaluation. Organizations must carefully consider factors such as operational efficiency, cost-effectiveness, core competency focus, risk management, and strategic alignment when deciding whether to expand capacity through outsourcing. By critically analyzing these factors, organizations can make informed decisions that optimize their operations and support long-term growth objectives.

4. CONCLUSION

Findings of the study demonstrate, operations management practices directly influence the need for capacity expansion, and the outsourcing strategy mediates the final decision-making process. The outsourcing strategy considers factors such as cost-effectiveness, flexibility, core competency focus, risk management, and strategic

alignment. By incorporating the outsourcing strategy as a mediating factor, organizations can make informed decisions about capacity expansion, considering both internal and external options, and optimizing their operations accordingly.

- Limitations

There are a number of restrictions that researchers should take into account when exploring how operations management practises affect decisions about capacity expansion with the mediation function of outsourcing strategy. These restrictions include, among others:

First, the availability and quality of data on operations management practices, outsourcing strategy, and capacity expansion decisions may pose limitations. Access to relevant and reliable data sources, such as internal company records or industry databases, may be restricted or incomplete. This could potentially impact the accuracy and generalizability of the findings.

Secondly, investigating the mediating role of outsourcing strategy adds complexity to the research design. Identifying and measuring the specific mechanisms through which outsourcing strategy influences the relationship between operations management practices and capacity expansion decisions can be challenging. The study may need to rely on assumptions or simplifications that may not fully capture the intricacies of the mediation process.

Lastly, the study may focus on a specific set of operations management practices, outsourcing strategies, or capacity expansion decisions. However, there may be other relevant factors that influence these relationships but are not included in the research design. These omitted variables could potentially confound the results and limit the comprehensiveness of the study.

Addressing these limitations through rigorous research design, careful data collection, and robust statistical analysis can enhance the validity and reliability of the findings. Researchers should be transparent about the limitations and discuss their implications when interpreting and generalizing the results.

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Nexus between Knowledge Management and Creative Organizational Climate on Smart Organizations: Case of the Manufacturing Industry

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ABSTRACT

The purpose of this study is to examine the knowledge management and creative organizational climate to assess their impact on smart organization in manufacturing industry. However, a descriptive study was conducted using a mixed method research. Primary purpose data were gathered from 50 food and beverages manufacturing companies based in UAE. The secondary data were based on prior studies, literature, books, journal, and academic publications. This study has examined the empirical view of relationship measurement of each variable. As a result, there are significant relationship among each variable that explains the organizations must adapt and innovate in the quickly shifting business environment of today to remain competitive. Knowledge management plays a crucial role in capturing, organizing, and leveraging knowledge assets within an organization. It facilitates the creation, sharing, and application of knowledge, enabling organizations to make informed decisions and drive innovation. Moreover, fostering a creative organizational climate encourages employees to think critically, explore new ideas, and collaborate effectively. This study also highlights the significance of knowledge management and a creative climate in the development of smart organizations that are agile, adaptive, and capable of embracing emerging technologies and market trends. By effectively managing knowledge and creating an environment that fosters creativity, organizations can enhance their ability to innovate, drive growth, and achieve sustainable success in today's dynamic business environment.

1. INTRODUCTION

In the modern business world, organizations are faced with numerous challenges arising from rapid technological advancements, globalization, and evolving customer demands. To navigate these complexities and remain competitive,

organizations must transform themselves into smart entities capable of adapting, innovating, and leveraging their intellectual capital effectively. Two critical factors that contribute to the development of smart organizations are knowledge

management and a creative organizational climate .

Knowledge management involves the systematic capture, organization, and dissemination of knowledge assets within an organization. It encompasses processes, practices, and technologies that facilitate the creation, sharing, and application of knowledge to enhance decision-making, problem-solving, and innovation (Earl, 2001). By effectively managing knowledge, organizations can tap into their collective expertise, avoid redundant efforts, and promote learning and collaboration. Knowledge management provides a foundation for building smart organizations that can capitalize on their intellectual capital and leverage it to drive strategic initiatives and achieve competitive advantages (Desouza and Evaristo, 2003).

In parallel, fostering a creative organizational climate is essential for encouraging innovation and adaptability within an organization (Nuseir, 2021). A creative climate nurtures an environment where employees feel empowered, encouraged, and supported to think critically, challenge the status quo, and generate new ideas (Al-Kasasbeh et al., 2016). It embraces a culture of open communication, collaboration, and experimentation, providing the necessary psychological safety for employees to take risks and explore innovative approaches (Porzse et al., 2012). In a creative climate, employees are motivated to share knowledge, collaborate across departments, and engage in continuous learning, which fuels the organization's ability to adapt to changing market conditions and embrace emerging technologies (Isaksen and Aerts, 2011; M.ElKhatib, 2014).

The convergence of knowledge management and a creative organizational climate is instrumental in the development of smart organizations. By effectively managing knowledge resources and creating an environment conducive to creativity and innovation, organizations can optimize their decision-making processes, drive problem-solving, and foster a culture of learning and improvement (Adamik and Sikora-Fernandez, 2021). Smart organizations are agile, adaptive, and responsive to market dynamics, as they capitalize on their intellectual capital and leverage it to identify opportunities, mitigate risks, and drive continuous improvement (Matheson and Matheson, 2001) .

This study explores the impact of knowledge management and a creative organizational climate on the development of smart organizations. It delves into the strategies, practices, and technologies that enable organizations to effectively manage their knowledge assets, foster a creative climate, and harness the collective intelligence of their workforce. By examining real-world examples and research findings, this paper aims to provide insights into the critical role played by knowledge management and a creative organizational climate in shaping the success and sustainability of smart organizations.

1.1. Problem Statement

The advent of the digital age has brought about unprecedented challenges and opportunities for organizations to remain competitive and thrive in rapidly evolving markets. In this context, the impact of knowledge management and a creative organizational climate on the development of smart organizations has garnered significant attention. However, there is a need to further explore and understand the specific mechanisms and dynamics through which these factors influence organizational intelligence, innovation, and adaptability.

While studies have demonstrated the individual importance of knowledge management and a creative climate in enhancing organizational performance, there is a lack of comprehensive research that examines their combined impact on smart organizations. Existing literature often focuses on either knowledge management or creativity in isolation, without fully capturing the synergistic effects that can arise from their integration (Amiri et al., 2019; Chermack et al., 2015).

Therefore, the research problem at hand is to investigate and evaluate the impact of knowledge management and a creative organizational climate on the development of smart organizations. However, Knowledge Management provides different advantages to the employees of an organization. Proper knowledge about the process and strategies of an organization should be provided to the employees so they can understand the factors which will help them to grow and achieve their desired objectives effectively and efficiently. Different surveys were done to know the exact understanding of such factors as how

they play a vital role in the success of an organization. Different scholars and researchers went to the companies of manufacturing industries, and questionnaires were provided to the employees, and the questions were asked related to these factors. It was asked that how these factors facilitate an organization to grow and increase their productivity. Also, what are the main factors which are helpful for the employees if they have a creative organizational climate? If properly work on these aspects, then will employees achieve to create a smart organization. Employees said that it is essential for an organization to provide proper training related to knowledge management so that each individual worker of an organization should have adequate knowledge about the business plan and strategies, and they should work on it accordingly. Also, if an organization has a creative organizational climate, then it helps employees to motivate, to have a positive attitude and behavior, which is essential for the growth of an organization. Hence, it has been proven after such researches that if these factors are focused keenly, then it will create a smart organization.

2. LITERATURE REVIEW

2.1 Knowledge Management and its Dimensions

There are specific dimensions related to the knowledge of management in the industry of manufacturing companies (Nuseir and Elrefae, 2022). In order to understand knowledge management abroad way (Aityassine et al., 2022). The organization needs to develop individual pillars of dimensions. The company should build a strategy that will help them to convert all the innovative ideas into action (M Alshurideh et al., 2023; El Khatib et al., 2021). However, it is essential to understand the desired value to increase productivity (Kassem and Martinez, 2022; Nuseir, 2020). The new business world is working in such a way that management is taking an initiative to implement innovative ideas to perform better and have a competitive advantage in the market (Abudaqa et al., 2021; Alavi and Leidner, 2001).

Creative Organizational Climate and Its Dimensions

The climate of the organization suggests that ideas about the quality of work performed by the employees (M. El Khatib et al., 2022). The climate

of the organization can be evaluated by certain factors, which include the experience of the employees, behavior, and attitude of employees, and specific characteristics of the organization (Ahmed and Nabeel Al Amiri, 2022). There is a huge difference in productivity if the climate of the organization is creating a negative impact on employees (Ahmad Ibrahim Aljumah et al., 2022b). The productivity depends upon the motivation level of individual and group members, and the motivation level is increased by the organizational climate with the help of the leaders (El Khatib et al., 2022). This idea about the climate of the organization is originated from social psychology (I. Akour et al., 2022; H. M. Alzoubi et al., 2022a). There is a particular field of psychology that studies the causes and nature of human behavior as it is relatable to the people in a group or as a society.

2.2. Smart Organizations and Its Dimensions

In the current scenario, it has been assumed that the aspects of communication and technology have been a motivational factor that influences the change in the organization, and it motivates the employees to work effectively and efficiently (Muhammad Turki Alshurideh et al., 2023c; Bawaneh et al., 2023). As the trend is changing day by day in business market, companies are thriving and increasing their productivity according to needs of the market (Akour et al., 2023). Similarly, they keep providing innovative and new facilities through which they can capture the broader market and can satisfy the need of the customers which ultimately favors the organization and increase its revenue (Al-Kassem et al., 2022). Nowadays, the internet is a very reliable source to find solutions to those problems which cannot be handled manually (El Khatib and Ahmed, 2020). Smart Organizations are giving proper trainings and understandings to employees related to the latest technology, which helps them to initiate and apply creative and innovative ideas, which motivates them to add value in their products and processes (H. M. Alzoubi et al., 2022c).

Dimensions of Knowledge Management

Proper Training	Management should understand the importance of training and development of employees
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Knowledge sharing increases trust	Management should understand that it is essential for the employees to share knowledge, which increases the level of trust.
Support of Leadership	The management needs to understand that their support is very much important for the employees to work effectively.
Knowledge should be creative	The organization should provide knowledge to employees so that they can be creative

Dimensions of Creative Organizational Climate

The organizational and psychological process	Management should be very focused to have a proper regulatory and psychological process which is related to the success of an organization
Quality Productivity	Creative organizational climate ultimately increases the quality of the product
Increase in Profit	If the quality of the product increases it ultimately increases the profit ratio of the organization
Effects on Job Satisfaction	Creative organizational climate has a positive impact on the employees, and they feel satisfied at the workplace.

Dimensions of Smart Organization

Motivation of employees	Employees are much motivated while working in a smart organization.
Positive behavior and attitude	Smart organizations enable the positive behavior and attitude of the employees.
Advanced Technology	The use of advanced technology is very much essential to create a smart organization.

2.3 Knowledge Management and Its Relationship with Creative Organizational Climate

Knowledge management increases the productivity factor, and it stimulates innovation.

Different methods are used to increase the knowledge management. Companies now have to think differently and must promote knowledge management due to the change in technology day by day (Muhammad Turki Alshurideh et al., 2022c; Alzoubi et al., 2020; Hani Al-Kassem, 2021). The companies must increase the cognitive speed so they can compete in the market and keep counting on their experience so that they avoid those mistakes which they did in the past (El Khatib and Opulencia, 2015; Kurdi et al., 2022c).

If a company develops a culture that promotes creativity and innovation, then it will be one of the key factors through which they can have a competitive advantage in the market (Nuseir et al., 2020). Research is fundamental to understand creativity, and companies are now focusing on these aspects so that they can generate better revenue (Muhammad Turki Alshurideh et al., 2023b; El Khatib, 2015). As technological changes are getting advance these days, they are threatening the sustainability of the organization, and they are facing many challenges (Alzoubi and Ahmed, 2019).

Researchers have also contributed to analyzing the fact, and it has been reported that knowledge management has a positive impact on creativity level and innovation within the organizations (T M Ghazal et al., 2023a; Nuseir and Aljumah, 2022). Considering the example of manufacturing industries, the type of innovation and researches differ greatly depending upon the type of manufacturing industries. However, in trading companies, innovation plays a significant role in smoothening the processes of trading (Muhammad Turki Alshurideh et al., 2023a). Particularly, as the current era is all about increasing the influence of social media, therefore it has been observed that most of the trading companies are now switching their promotional and marketing activities towards social media platforms (Al-Awamleh et al., 2022). Some of the most prominent and influential aspects in the trading industry are the use of e-commerce and online shopping platforms like Amazon, eBay, Ali Baba, etc (Alshurideh et al., 2020; Farrukh et al., 2023). All the platforms have resulted in increasing globalization as people from different parts of the world are now capable of ordering their products from different platforms, and they are quickly delivered at their doorstep without making additional efforts (Al-Kassem,

2017; El Khatib et al., 2019). The concepts of creative culture have also helped the trading industries as people are now mostly focusing upon using social media platforms for communicating with their customers (Alzoubi et al., 2019). In addition, social media also helps in providing customer satisfaction to the maximum extent, as customers and employers can be directly in contact with each other to resolve their queries and issues (T M Ghazal et al., 2023b; M T Nuseir et al., 2022a). There is a very positive relationship between knowledge management and creative organizational climate, as they both play an important role related to the organization's innovation (Alshurideh et al., 2022; Blooshi et al., 2023; Kurdi et al., 2022b). The organization's success is dependent on various variables, and knowledge is one of them which can be gained from various resources (Muhammad Turki Alshurideh et al., 2022b). The factor of knowledge is an asset of organizations that are willing to find success in the business market and to survive with competition in markets (El Khatib et al., 2020b; M T Nuseir et al., 2022b). Without the proper knowledge, it will be tough for the organizations to counter the change which occurs in the market and maintain its credibility that is why knowledge management is becoming one of the most critical factors for the organizations whether they are small or large (Al-Marroof et al., 2022b; T M Ghazal et al., 2023c). Such type of organizations should understand that it is essential for the employees to have a healthy and positive environment in the workplace (Almasaeid et al., 2022). Leaders must play a vital role in creating a positive environment for the employees, and they should provide proper training and understanding so that the organization should have a strong position in the business market (El Khatib and Ahmed, 2019; Nuseir et al., 2021).

2.4. Knowledge Management and Its Relationship with Smart Organizations

It is very much important for the employees of the organization to understand the concept of a smart organization (Aljumah et al., 2021a; Varma et al., 2023). It has been observed that the learning and development of employees is one of the key factors which play an important role in the success of an organization (Lee et al., 2023; Mat Som and Kassem, 2013). But there are some other factors as well that play an important role for organizations

to achieve a sustainable competitive advantage in the market (El Khatib et al., 2020b). There are certain key characteristics of smart organization which require certain processes and activities that increases the learning and development of the employees (Al-Marroof et al., 2022a; Almasaeid et al., 2022).

The manufacturing industry is one of the most established industries in the world (Nadzri et al., 2023). Manufacturing includes the productions of products using different tools, machines, labor, and other instruments (Aljumah et al., 2021b). In this era, the modern manufacturing industries are using all types of advanced technology in their process to develop a product's component and finalizing their product (M. El Khatib et al., 2021). The process of manufacturing begins with the design of the product and the materials which will be used for production (I. A. Akour et al., 2022; H. M. Alzoubi et al., 2022b). The labor with the help of different machinery and equipment forms the product, which is ready to be sent to the market (Al-Kassem, 2014).

2.5. Creative Organizational Climate and Its Relationship with Smart Organizations

(R. S. Al-Marroof et al., 2021b), stated that knowledge management had become one of the most critical factors for the success of an organization, and it also increases the business (A I Aljumah et al., 2022a). As has been assumed in the 21st century, organizations are competing in the business market by working on various factors. It is very much important that such organizations should understand various ways to use the knowledge of management (Muhammad Turki Alshurideh et al., 2022a; Louzi et al., 2022b). They must know how to achieve success by using these factors (Aljumah et al., 2020). As stated by (M T Alshurideh et al., 2022) the correct use of knowledge management could give an organization a competitive advantage in their market if they know how to use them effectively (A. Al-Marroof et al., 2021; El Khatib et al., 2020a). In addition to useful knowledge, it is also important for companies to focus on the innovative culture and promote creativity within the organizations (Muhammad Alshurideh et al., 2023; Mubeen et al., 2022). Moreover, the modern era is all about cultural advancements, which has resulted in enormous changes in the organizational trends and

their responses (E. Khatib et al., 2021; Louzi et al., 2022a). Moreover, innovation has also brought competition and challenges in the industrial sector as new technologies have brought several changes in operational activities (AlHamad et al., 2021). Similarly, considering the impact of innovation and creativity, it has been reported that it positively affects the performance and productivity of employees of the company (Alshurideh et al., 2022; Nuseira and Aljumahb, 2020). It is somehow dependent on the internal environmental conditions of the company as well (El Khatib and Ahmed, 2018).

If the owners and higher management of the company provide a smooth and stable environment to the employees and provide the opportunity to explore themselves in terms of creativity, then it will ultimately result in increased productivity and profitability of the company (R. S. Al-Marouf et al., 2021a; Mat Som and Kassem, 2013). One of the major examples of the positive impact of creativity has been observed in Apple Company, as employees are allowed to perform researches, innovations, and explore new concepts within their research and development department (Alshurideh et al., 2022; Khatib, 2022; Nuseir and Aljumah, 2020). As a result of the provision of a positive and supporting environment to the employees, the company has come up with numerous innovations and brought new features and characteristics within the devices they launched (Yasir et al., 2022).

2.6. Knowledge Management and Creative Organizational Climate and Its Impact on Smart Organizations

An extensive report suggests that there are multiple approaches related to the culture of an organization. According to an author (Akour et al., 2021; Alshawabkeh et al., 2021), Organizational climate is based on different characteristics that differentiate one organization from another, and it also influences the environment of the organization also changes the behavior of employees (Al-Kassem et al., 2013; Khan et al., 2022). It also emphasizes the leaders to work harder with an approach to achieve the objectives of the organization effectively (E. Khatib et al., 2022; Tariq et al., 2022b). Authors like (Ahmed et al., 2022; A I Aljumah et al., 2022b) stated that the climate of the organization provides us an

approach, which means that it is a set of characteristics that differentiates the organizations (H. M. Alzoubi et al., 2022d; Gaytan et al., 2023). It provides information as to how they deal with its members and the environment.

(Mohammed T. Nuseir et al., 2022) provided the information in its theory that the learning and development of the employees are one of the basic key factors which play a vital role in the success of the organization. It also provides a difference between a successful and unsuccessful organization, and it also helps to sustain in the market and have a competitive advantage in the field of business. Similarly, to achieve the position of the smart organization, employees need to be creative and innovative to get a proper understanding of the process and strategy of the organization, to provide proper training and development to employees (Al-Kassem et al., 2012; Aziz et al., 2023; Tariq et al., 2022a). (AIDhaheri et al., 2023) also offered a second thought on this theory and suggested that smart and creative organizations are those type of organization that provides high quality of products and services and those who take perfect and timely decisions (Al-Dmour et al., 2023; Gulseven and Ahmed, 2022). Companies need to make the right decision at the right time.

2.7. Current Economy and Its Impact on Organizations

Moreover, considering the current situation, it has been reported that organizations also largely depend upon the current economy of the world (Abudaqa et al., 2022; Kurdi et al., 2022a). In order to provide maximum profitability to the companies, the organizations have been using multiple strategies to ensure that effective operations and strategies are implemented to provide innovation and creativity within the organization (Taher M. Ghazal et al., 2023). Moreover, it has also been analyzed that knowledge plays a significant role in providing companies additional leverage and opportunity to design their functions smartly and acquire maximum benefits within limited budget and expenses (H. Alzoubi et al., 2022; Sakkthivel et al., 2022).

Knowledge plays an important role in increasing the economy of the company, as activities that are being modified and redesigned based on recent

researches and advancements are termed as knowledge-intensive activities (Ahmad Ibrahim Aljumah et al., 2022a; Khatib et al., 2016). Multiple examples have been observed of the organizations which ensure and practice knowledge-intensive activities; for example, Siemens has been using the technology of Share-Net for acquiring knowledge and designing their operations according to this technology (Aljumah et al., 2023; Amiri et al., 2020; Arshad et al., 2023). Whereas, Microsoft has been using the software of SharePoint, which also allows the company to acquire recent information and researches based on which they will design their activities and operations for the company (M. Alzoubi et al., 2021).

2.8. Research Question

RQ1: What is the effect of knowledge management on the productivity of smart organizations of manufacturing industries?

RQ2: Does knowledge management plays an important role in the success of an organization?

RQ3: What are the effect of creative organizational climate in behavior and attitude of employees of smart organizations of manufacturing industries?

RQ4: Are training sessions done by smart

organizations help to create an effective and creative organizational climate?

2.9.. Research Objectives

This research will provide a piece of information related to the impact of knowledge management and the creative organizational climate in smart organizations in the manufacturing industry. It is important to understand its importance as these are the key factors that will provide details regarding their impact on the organization.

2.10. Research Hypothesis

RH1: Knowledge management have a positive relationship with creative organizational culture in manufacturing industry

RH2: Knowledge management has a positive relationship towards smart organizations in manufacturing industry

RH3: Creative organizational climate has a positive relationship towards smart organizations in manufacturing industry

RH4: Knowledge management and creative organizational climate have a positive impact on smart organizations in manufacturing industry

2.11. Research Model

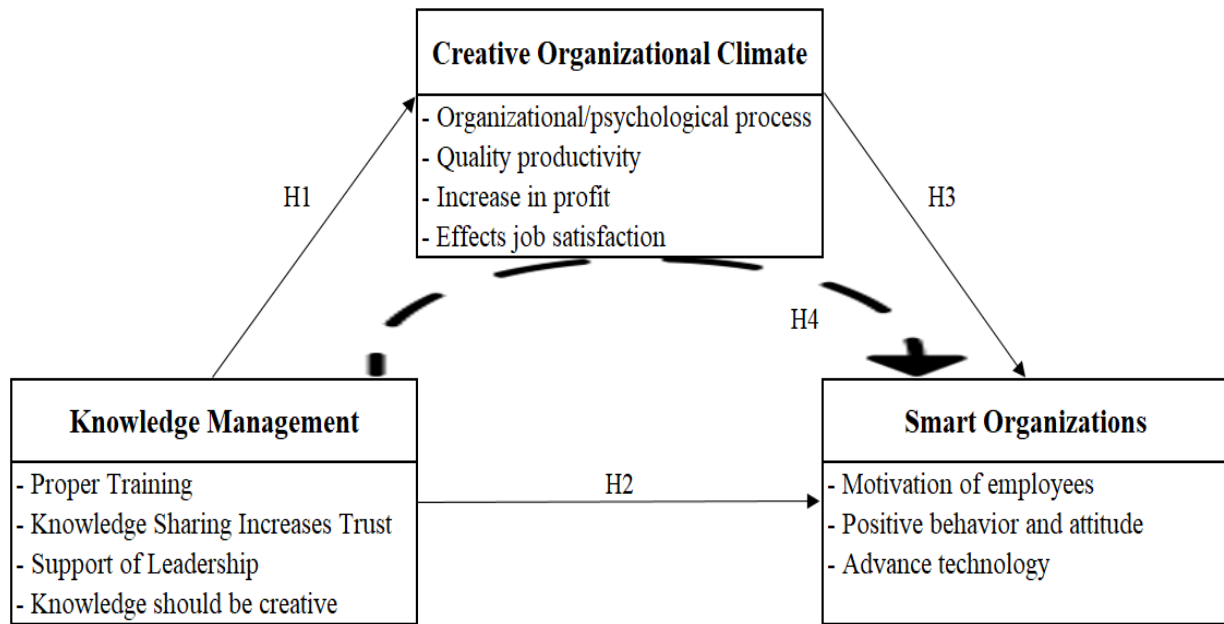


Figure 1 : Research Framework

2. METHODOLOGY

The study will focus specifically on the manufacturing industry of the UAE. The population of the research will consider all manufacturing companies within the UAE that focus on any type of manufacturing, whether food and beverages or vehicle or any consumer good. The total types of manufacturing companies, i.e., the entire population, and the sample was chosen is

summarized in the table below. The total number of manufacturing companies within the manufacturing industry of UAE sums up to 4499 based on the latest statistics up to the end of 2016. Data for the statistics has been retrieved from UAE government website (Ministry of Economics, 2017). Out of entire population, the selected population size is of 50 companies, the breakdown is provided in the table below.

3. EMPIRICAL ANALYSIS

Table 1:

Manufacturing Industry	Total Population		Sample Population	
	No.	%	No.	%
Food and Beverage	575	12.78%	5	10%
Non-Metallic Mineral Products	787	17.49%	7	14%
Oil Refining Products	125	2.78%	2	4%
Metal Products	1171	26.03%	11	22%
Other Transport Equipment's	92	2.04%	2	4%
Rubber and Plastic Products	539	11.98%	5	10%
Paper and Paper Products	254	5.65%	3	6%
Machinery and Electrical Supplies	241	5.36%	3	6%
Wood and Wood Products	433	9.62%	4	8%
Machinery and Equipment	157	3.49%	2	4%

Vehicles and Trailers	76	1.69%	1	2%
Leather and Leather Products	34	0.76%	1	2%
Scientific and Professional Equipment	8	0.18%	1	2%
Machines, Office Equipment And Computers	2	0.04%	1	2%
Audio And Video Equipment And Communication Equipment	3	0.07%	1	2%
Tobacco Products	2	0.04%	1	2%
TOTAL	4499	100%	50	100%

4. DISCUSSION

In order to answer the research questions the empirical data has demonstrated a positive impact of each variable to describe the relationship of knowledge management with creative organizational climate and their impact on smart organization.

RQ1 : *What is the effect of knowledge management on the productivity of smart organizations of manufacturing industries ?*

It has theoretically evident that knowledge management has emerged as a critical factor in enhancing organizational productivity and performance across various industries, including manufacturing. In the context of smart organizations in manufacturing industries, the effective management of knowledge assets becomes even more crucial due to the complex and rapidly changing nature of these environments.

Knowledge management facilitates the availability and accessibility of relevant information, best practices, and lessons learned. This enables employees at all levels to make informed decisions, leading to more efficient and effective operations, improved resource allocation, and better problem-solving.

Knowledge management helps identify and capture process-related knowledge, enabling organizations to streamline and standardize workflows. By sharing and leveraging best practices and lessons learned, manufacturing organizations can reduce waste, eliminate redundancies, and optimize production processes, ultimately improving productivity. Effective knowledge management promotes knowledge sharing, collaboration, and cross-functional learning within smart manufacturing organizations. By capturing and disseminating knowledge about new technologies, market trends, and customer insights, organizations can drive

innovation, develop new products or processes, and stay ahead of competitors.

Smart manufacturing organizations often face challenges associated with an aging workforce and employee turnover. Knowledge management helps capture, store, and transfer critical knowledge, ensuring that valuable expertise and experience are retained within the organization. This mitigates the risks of knowledge loss and maintains continuity in operations, leading to sustained productivity.

RQ2: *Does knowledge management plays an important role in the success of an organization?*

Knowledge management is widely acknowledged as a crucial factor in driving the success of organizations across various industries. It encompasses the processes, practices, and strategies for identifying, capturing, organizing, and leveraging knowledge assets within an organization.

Effective knowledge management provides organizations with access to relevant information, expertise, and lessons learned. This enables informed decision-making at all levels, leading to more efficient resource allocation, better problem-solving, and strategic planning. Informed decisions contribute to overall organizational success by minimizing risks and maximizing opportunities.

Knowledge management fosters a culture of learning, collaboration, and innovation. By capturing and sharing knowledge, organizations can leverage the collective intelligence of their workforce, enabling the generation of new ideas and solutions. This promotes innovation, adaptability, and the ability to respond swiftly to market changes, technological advancements, and customer demands.

Knowledge management ensures that employees have access to relevant knowledge, best practices, and standard operating procedures. This facilitates

efficient execution of tasks, reduces errors, and eliminates redundant efforts. Sharing and leveraging knowledge assets also prevents reinventing the wheel, saving time and resources, ultimately boosting productivity.

As organizations face employee turnover, retirements, and knowledge loss, knowledge management plays a vital role in capturing and retaining critical knowledge. By creating repositories, establishing mentoring programs, and facilitating knowledge transfer, organizations can ensure continuity, prevent loss of expertise, and minimize disruption in operations.

RQ3: *What are the effect of creative organizational climate in behavior and attitude of employees of smart organizations of manufacturing industries?*

After reviewing and deep study analysis enable our study to justify the research question that show a positive relationship. A creative organizational climate is characterized by an environment that fosters innovation, encourages risk-taking, and supports the expression of new ideas. In the context of smart organizations in manufacturing industries, where adaptability and innovation are essential for success, understanding the effect of a creative climate on employee behavior and attitudes is crucial.

As a result, a creative climate encourages employees to actively participate, contribute ideas, and engage in problem-solving. This sense of involvement and ownership fosters higher levels of engagement among employees, leading to increased motivation, productivity, and satisfaction. However, a creative organizational climate provides the necessary psychological safety for employees to take risks, experiment, and think outside the box. It stimulates innovation by promoting idea generation, cross-functional collaboration, and exploration of new approaches. This leads to the development of new products, processes, and solutions, driving competitive advantage for smart manufacturing organizations. A creative climate signals that an organization values and respects employee input and ideas. This, in turn, contributes to higher levels of job satisfaction and a sense of fulfillment. When employees feel their contributions are valued, they are more likely to remain with the organization, reducing turnover and retaining valuable talent. It has also suggested by (Porzse et al., 2012) a

creative organizational climate fosters an environment of open communication, collaboration, and knowledge sharing. Employees are encouraged to share their expertise, learn from others, and engage in cross-functional projects. This collaborative culture enhances the collective intelligence of the organization, leading to more effective problem-solving, improved decision-making, and accelerated learning.

RQ4: *Are training sessions done by smart organizations help to create an effective and creative organizational climate?*

Training sessions play a crucial role in equipping employees with the necessary skills, knowledge, and tools to perform their roles effectively. In the context of smart organizations, which aim to foster innovation and creativity, training sessions are expected to contribute to the development of an effective and creative organizational climate. Moreover, different training sessions provide employees with opportunities to enhance their skills, knowledge, and competencies. By acquiring new skills and improving existing ones, employees become better equipped to contribute to the organization's goals. This can lead to increased effectiveness, productivity, and creativity within the organizational climate.

It can be said that trainings often involve knowledge sharing and learning from both trainers and participants. These sessions create platforms for employees to exchange ideas, share best practices, and learn from each other's experiences. This collaborative learning environment can foster a culture of continuous learning and knowledge sharing, which contributes to the overall effectiveness and creativity of the organizational climate.

Effective training sessions promote a growth mindset among employees, encouraging them to embrace challenges, persist in the face of setbacks, and view failures as opportunities for learning and improvement. This mindset is essential for fostering innovation and creativity within the organizational climate, as employees are more likely to take risks and explore new ideas without fear of judgment or repercussions.

Consequently, Training sessions that are designed and aligned with the organization's strategic goals and objectives can help create an effective and creative organizational climate. When training

programs focus on developing skills and knowledge that directly contribute to innovation and creativity, employees are more likely to apply what they have learned and contribute to the organization's success.

5. CONCLUSION

The impact of knowledge management and a creative organizational climate on smart organizations is undeniable. Knowledge management, through its processes of identifying, capturing, organizing, and leveraging knowledge assets, enhances decision-making, process efficiency, innovation, and knowledge retention within organizations. It enables employees to make informed decisions, streamline workflows, drive innovation, and ensure critical expertise is retained.

Additionally, a creative organizational climate fosters an environment that encourages risk-taking, collaboration, and the expression of new ideas. It stimulates employee engagement, promotes innovation and adaptability, and

improves employee satisfaction and retention. By nurturing a culture of learning, openness, and creativity, organizations can leverage the collective intelligence of their workforce and achieve sustainable success in a rapidly changing business landscape.

A creative organizational climate has the potential to significantly impact the behavior and attitudes of employees in smart manufacturing organizations. It promotes engagement, stimulates innovation, enhances job satisfaction, and fosters collaboration and knowledge sharing. However, challenges related to resistance to change, organizational structure, resource constraints, and alignment with organizational goals must be addressed. By actively fostering a creative climate and addressing these challenges, manufacturing organizations can harness the full potential of their workforce, drive innovation, and achieve sustainable success in a dynamic and competitive environment.

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The extent of People-Oriented Organizational Climate and Employees Job Satisfaction affecting Job performance in Private schools in Sharjah

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ABSTRACT

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The purpose of this study is to determine whether the school organizational climate effects the satisfaction of the employees in private schools in Sharjah. It also tries to examine if they both contribute significantly to increase the teachers' work performance. The used data were collected from previous academic published researches, in which the researchers used different methods to analyze their studies such as surveys and questioners which were made in different schools for employees with different ages and genders. It was collected through a questionnaire given to 180 teachers in 4 private schools in Sharjah. The observation of the results showed that there is a direct impact to organizational climate on job performance through the job satisfaction.

1. INTRODUCTION

The organizational climate refers to the prevailing atmosphere, values, and practices within an organization, which significantly influence the behavior and attitudes of its employees. A people-oriented organizational climate prioritizes the well-being and development of its employees, fostering a supportive and collaborative work environment. It emphasizes open communication, teamwork, trust, recognition, and a strong sense of belonging, where individuals' needs and contributions are valued (Shahzad et al., 2012). Employee job satisfaction, on the other hand, encompasses the overall contentment and fulfillment individuals derive from their work. It reflects the extent to which employees perceive their job as meaningful, engaging, and aligned with their values and aspirations. Job satisfaction is influenced by various factors, including the work

environment, relationships with colleagues and supervisors, compensation and benefits, opportunities for growth and advancement, and the degree of autonomy and decision-making authority (Dong and Phuong, 2018). Private schools in Sharjah face unique challenges in attracting, retaining, and motivating talented educators and staff members. Therefore, understanding the relationship between the people-oriented organizational climate and employee job satisfaction becomes crucial to enhancing job performance within these educational institutions (Hon, 2013). Positive organizational climate and high levels of job satisfaction have been associated with increased motivation, commitment, productivity, and overall job performance among employees (AlShehhi et al., 2021).

By examining the extent of a people-oriented organizational climate and employees' job satisfaction, this study aims to provide valuable insights and recommendations for private schools in Sharjah. The findings will help school administrators and decision-makers understand the factors that contribute to a positive work environment and high job satisfaction levels among employees. Ultimately, this research aims to contribute to the overall improvement of job performance, employee retention, and the quality of education provided by private schools in Sharjah.

2. Theoretical Framework & Operational Definitions

2.1. Organizational Climate

Organizational climate were studied through many dimensions by researchers, (Muhammad Turki Alshurideh et al., 2022a; Shahzad et al., 2012). Included leadership style in the organizational climate, however, others took other dimensions which are more related to the motivation of the employee, such as (I. Akour et al., 2022) an employee related organizational climate to responsibilities, rewards, job risks, warmth of the relationships and feelings, and the support which is given to the employee. Moreover, (Bawaneh et al., 2023). related climate to “ establishing interpersonal connections with one another in order to foster a pleasant workplace and make each person or member of the organisation feel at ease and happy while working to increase organisational performance” (Aljumah et al., 2023). From these previous researches we can conclude that organizational climate can be separated two dimensions (Almasaeid et al., 2022; Gaytan et al., 2023).

The first dimension is related to manager's attitude such as leadership style. Leadership in general were defined as “ In a social process, a member (or members) of an organisation can strongly influence all of its operations (Akour et al., 2023; AlDhaheri et al., 2023). Moreover, it can be defined as “ seeking the participation of the employees with all of their commitment and sense of ownership through the organization's capacity for mobilisation, inspiration, and communication” (Kurdi et al., 2022b). However, (H. M. Alzoubi et al., 2022c) were more precise in their definition of the leadership style itself, stating that it "refers to managers' capacity to lead and manage employees,

as well as to their knowledge and behaviour towards them” (Ahmad Ibrahim Aljumah et al., 2022a).

This study will concentrate on two main styles of leadership, the first is the transactional leadership which is based on the “assumption that people are motivated by rewards and punishment, moreover, it only allow the subordinate to do what manager tells them to do” (Al-Marroof et al., 2022b; Louzi et al., 2022b). The transactional leader “ tries to maintain the status quo, gives rewards or punishments and makes the relationship between them and workers an economical transaction, a transactional leader has three characteristics which represents this behavior, contingent by rewards, the active management by expectations, which means that he supervise everything to make sure that there will be no mistakes (M T Alshurideh et al., 2022; Gulseven and Ahmed, 2022), and he passive management by expectation in where he only intervene when things go wrong (Mohammed T. Nuseir et al., 2022).” on same side, (Kurdi et al., 2022a) defined the transactional leader as “he strictly follows the bee line, stipulated framework to maximize his employees performance, moreover, they listed the four attributes of the transactional leader as Contingent rewards, contingent punishments, management-by-exception (active) and management-by-exception (passive)” (A I Aljumah et al., 2022a; Louzi et al., 2022a).

As a conclusion we can understand that transactional leadership is related to strict leaders who set accurate and clear organization's policies and rules, give less trust and responsibilities to the employees (Alshawabkeh et al., 2021), but prefer instead to supervise every action in their organization to intervene whenever a mistake happens, and motivate their employees by punishments and rewards for failures and successes (Al-Awamleh et al., 2022; M. Alshurideh et al., 2022; El Khatib et al., 2020b) said, “transactional leadership best fit for social systems which work best with a clear chain of command” (Nuseir et al., 2021).

Unlike the transactional style, transformational leaders are more collaborator with their employees to achieve the organization's goals (Abudaqa et al., 2022). As (Al-Marroof et al., 2022a) said “ Transformational leaders are charismatic, instill moral ideals, and work to increase the skills

of their workforce” this means that they have more emotions toward the employees and tries to help them by developing their capabilities and giving them more responsibilities and trust in doing their tasks (Amiri et al., 2020; M. El Khatib et al., 2021; Nuseir and Aljumah, 2020). Moreover, these both researchers defined the main task of the transformational manager is rebuilding the framework structure of the organization according to the employees wishes and wins (Khatib, 2022; M T Nuseir et al., 2022a). Supporting to this, (I. A. Akour et al., 2022; H. M. Alzoubi et al., 2022f) indicated that transformational leaders tries to increase the performance of the employees by the creation of a collective interest and motivating them to perform behind expectations. Moreover, these leaders should have four distinguished characteristics which are: idealized influence, inspirational motivation, intellectual simulations and individualized consideration to explain this briefly we can say that the transformational leader prefer to put the employees needs first and role model them (Aziz et al., 2023; Sakkthivel et al., 2022), he motivates and inspires them by encouraging them to innovate approach old situations in new creative ways, and he pays attention to the need of every member in his organization (R. S. Al-Marouf et al., 2021b; H. M. Alzoubi et al., 2022b). Moreover, “these leaders involve employees in decision making and motivate them to change for the better by taking their ideas to prevent them from feeling alienated and making them feel important (Nuseira and Aljumahb, 2020).”

On the same side, (Ahmed et al., 2022; Taher M. Ghazal et al., 2023) agreed with other researchers by (Al-Dmour et al., 2023) that the main concerns of these leaders are focusing on Inspiration, education, knowledge-sharing, team-building, inspiration, justice, innovation, and cooperation to bring about positive change (Blooshi et al., 2023).” Which means briefly, that they are “energetic, passionate and mainly focus on helping their employees to success” (A. Al-Marouf et al., 2021). The other climate’s dimension is related to influencing the psychological feelings for the employee which can be related to financial factors, motivation, promotions, or even the internal infrastructure of the organization (Abudaqa et al., 2021; Arshad et al., 2023). In general, Organizational climate can be referred to the

collective viewpoints, emotions, and attitudes held by members of the organisation concerning its core components, which reflect its established norms, values, and attitudes and can either positively or negatively affect people's behaviour (Ahmed and Nabeel Al Amiri, 2022; Alzoubi, H MALhamad et al., 2021). He also listed the dimensions of organizational climate as “responsibilities, rewards, risk, support and the warmth of the feelings of people inside the organization”. In addition to that, (R. S. Al-Marouf et al., 2021a; El Khatib et al., 2020a) stated it as “a subtle blend of interpretations or perceptions by people in the organization of work or roles in relationships with others and interpretations of the roles of others in the organization” (Aljumah et al., 2020; H. M. Alzoubi et al., 2022a). In general, we can define it is as “the study of the perceptions of individuals who become members in an organization to various aspects of activities and environmental circumstances that are around the organization” (Akour et al., 2021; Varma et al., 2023).

2.2. Job Satisfaction

As many researchers connected employees’ job satisfaction to their content and attitude with the work place and the work itself, as (H. M. Alzoubi et al., 2022d; E Tariq et al., 2022) said “Job satisfaction refers to how content the employee is with the place they work in and the work they do. (T M Ghazal et al., 2023c) defined it as “Job satisfaction describes how content an individual is with his/her job” moreover, (A I Aljumah et al., 2022b) defined it as the positive feeling that an individual has about his/her job”, and “the attitude of an employee toward a job by (Alzoubi et al., 2020; E. Khatib et al., 2021). Finally as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (T M Ghazal et al., 2023b; Emad Tariq et al., 2022) So we can state that job satisfaction as a psychological and emotional feeling towards the place of work or the kind of work itself. This means that it is one of the main influencers which motivate employees to be loyal to their jobs (Aljumah et al., 2021a; Alzoubi and Ahmed, 2019; El Khatib and Ahmed, 2018). However, measuring the satisfaction level depends on knowing it’s dimensions. For example, (H. M. Alzoubi et al., 2022e) stated that job satisfaction should have three different components which are “affective,

cognitive, and behavioral". These components are influenced by some factors such as the nature of job, administration, relationships, salary and the advancement opportunities (Alshurideh et al., 2020). Other components were mentioned by (Aljumah et al., 2021b), although, this time he included five components to job satisfaction which are attitude towards work group, attitude towards the organization, attitude towards supervision, monetary benefits and the general working conditions and as well, he specified the dimensions of satisfaction as the support given by the administrative, and the working conditions. Another example is (H. Alzoubi et al., 2022) As they said, it is an emotional condition brought on by the performance assessment of one's work or professional experience, in which the employee values a certain area of their employment. And they said that elements influencing satisfaction include the nature of the work, the way in which it is supervised, relationships among coworkers, the terms of employment, the working environment, the workload, promotions, training, and job security (M T Nuseir et al., 2022b). In addition to that, concluded the satisfaction's factors as "level of pay and benefits, the perceived fairness of the promotion system within the organization, the quality of the working conditions, leadership and social relationships and the job itself". On the other hand, were more specific and missioned that teacher's satisfaction factors are "Policies, supervision, pay, opportunities for promotion/Professional growth, working conditions, work itself and recognition." From all the previous researchers, we can conclude that the dimensions of satisfaction can be separated into two main parts which can include all the above factors (Alzoubi et al., 2019). The first dimension is motivation, which can include the factors which influence the employee directly such as "salaries, relationships with co-workers, promotions, job security and recognitions" (Nuseir and Aljumah, 2022). However, motivation can be divided into two parts, internal motivation which is "a set of internal powers that effectively define work-related personalities in the form of behavior, direction, intensity and perseverance" (M. Alzoubi et al., 2021). and which depends on the individual characteristics such as the ability to use initiative, the ability to build relationships which supervisors and colleagues, and the feelings towards the work

that the person is performing actually" (Al-Kassem et al., 2022; Nuseir et al., 2020). or it can be a motivation influenced by external environment such as "promotion, pay, and the support and encouragement from leaders"

The other dimension is the work conditions which is related to the organization itself such as "terms and policies, leadership attitude and style, job security, and the work load".

2.3. Job Performance

Employee's job performance is "the key factor of organizational success" (Kassem and Martinez, 2022). Therefore, managers should measure the performance of their employees wisely, this can happen by "evaluating Organisational results include productivity, quality, and efficiency as well as human resource outcomes. Financial outcomes include earnings, sales, and market share. Additionally, these two researchers defined job performance as "how effectively the employee performs his or her work-related duties.". On the other hand, It can be defined "as the ultimate ability of an individual (employee) to use its knowledge and skills efficiently and effectively" (El Khatib et al., 2022). Moreover, (Ahmad Ibrahim Aljumah et al., 2022b) defined it as "the result of work or job implementation". As a result, job performance can be defined in general as the efficiency of the employee to manage time and to use the available resources in the working place in order to fulfill his work in the best results. This can be influenced by different attributes, such as "efficiency, effectiveness, and innovativeness.

some other attributes related with the employees' performance like the work ethics, responsiveness communication, creativity, development, professionalism and the commitment attributes related with the employees' performance like the work ethics, communication, creativity, development, professionalism and the commitment" (Nuseir, 2020). While (Khatib et al., 2022) summarized the aspects of the performance criteria in "Quantity of work, Quality of work, Job knowledge, Creativeness, Cooperation, and Dependability". He also listed the performance dimension as "payments, colleagues, promotions, supervisor and the work itself". So, we can conclude that the dimensions for the job performance are either the employee's commitment or competency, which

interpret his efficiency, time management, the obedience of the work ethics and organization's policies and the relationship between him and his manager and colleagues (El Khatib et al., 2021). The other dimension is the creativity and innovation of the employee by finding new ways to accomplish his job, using the available technology in the organization to increase his efficiency, gaining strong communication skills and developing his current job knowledge.

3. LITERATURE REVIEW

3.1 *The Impact of Organizational Climate on Job Satisfaction.*

By using different measurement methods to study the two dimensions of organizational climate, researchers differentiated about their results of the impact of organizational climate and employees' job satisfaction. As an example, (El Khatib and Ahmed, 2019) have studied the impact of the two leadership styles (Transactional and transformational), and its relationship with employees' job satisfaction.

(Farrukh et al., 2023) based their results on a questionnaire made on a sample size of 240 teachers working in primary schools in Magnesia, this questionnaire measured both leadership styles on different dimensions such as idealized influence, inspirational motivation, intellectual stimulation, contingent rewards and the management by expectation to reach to a result that transformational leadership style has more positive impact on teacher's job satisfaction. While (Hani Al-Kassem, 2021) were more specific in their research which was made on wider segment. First of all they studied the effect of leadership style on 230 bank employees participants through a questionnaire, this research investigated that there is a significant relationship between the transactional leadership and the employees' job satisfaction. Almost the same result were shown in their second experiment which they made on school teachers by 28 head teachers were chosen using a simple random sampling method, 169 instructors were chosen using a satisfied random sample methodology, and the survey was descriptive in nature. According to this study, head teachers should practise democratic leadership, which is a part of the transactional style, because it makes the teachers feel free and part of the

organization, so it will positively affect their satisfaction. Moreover, a quantitative method was based on a questionnaire given to a sample of 367 hotel employees, however, the results this time revealed that both transactional and transformational leadership styles has a significant positive relationship with job satisfaction. However, (Nuseir and Elrefae, 2022) studied other leadership styles which are (autocratic which is a part of transformational leadership and democratic which is a part of the transactional one) through a questionnaire which was given to a sample size of 300 randomly selected workers with their age ranges between 20 and 50 years in their study, and they concluded that the leadership style itself has no influence on job satisfaction except if it was measured through the other aspects.

H1a: As a result of these studies, we can conclude that leadership style has a direct impact on the satisfaction of teachers of private schools.

On the other hands, (Al-Kassem, 2017; Khatib et al., 2016) included the factors which are related to the psychological influence on employees in their same questionnaire, they used the Index of Organizational Reactions to measure different aspects of work like kind of work, amount of work, financial rewards and the career future. This questionnaire showed that there is a positive influence of these aspects on the job satisfaction. Others such as (Nuseir, 2021; Yasir et al., 2022) used a survey research design to measure the satisfaction of a sample of 182 employees chosen through the convenience technique. The survey was aiming to measure two main aspects which are (administration support, and the working conditions). He at the end came up with a result that organizational climate has a positive impact on job satisfaction among these two aspects. Finally, (Al-Kassem, 2017) ended up with a conclusion of that organizational climate positively affect job's satisfaction, this conclusion was based on a quantitative method with a descriptive analysis approach studying the organizational climate in general, and concentrating mainly on job commitment.

H1b: from the previous conclusion's, we can determine that organizational climate has a positive direct impact on job satisfactions depending on the aspects related to the

psychological influencer factors such as (the support for the employee, working conditions which includes kind of work ,it's amount and it's future, and the financial rewards)

Base on the results of H1a and H1b, we come to conclude the following hypothesis:

H1: organizational climate has a direct impact on job satisfaction

3.2 The Impact of organizational climate on teachers' job performance

As researchers studied the effect of organization's climate on job performance, they again studied the climate through both dimensions. For the leadership style, (Al-Kassem, 2014) got their conclusion from studying different articles which led them to the result that both leadership styles have a positive impact on job performance, however, they assumed that styles are mixed and almost each leader these days are using different styles at the same time. This means that being a transformational leader doesn't mean that the leader doesn't reward his employees for better performance, while leaders who adapted the transactional leadership style they also motivate and encourage their employees like the other style. However, (Mat Som and Kassem, 2013) were more accurate in their research, they tested their primary data obtained from a questionnaire which was given to a sample size of 50 high school teachers, through multiple linier regression model such as: classical assumption test, multiple linear regression analysis, t-test and test of validity and reliability. These models showed that both styles has a significant influence on teachers' work performance.

As a result, we can assume that:

H2a: leadership style has a direct positive impact on employees' job performance

On the other hand, psychological influencers which is the second dimension of the organizational climate was studied by (T M Ghazal et al., 2023a) who both concentrated on different sectors which can be all related to influencing the employee psychologically. Firstly, we will take a look at the research made by (Muhammad Turki Alshurideh et al., 2022b; El Khatib et al., 2019) who made his assumption according to the studies which he made on other articles, these studies were relating school's climate with the warmth of relationship

between school members which will lead to a pleasant working atmosphere, and the behavior of these members (M. Alshurideh et al., 2023). (M. T. Alshurideh et al., 2023b) studied the commitment of employees as a dimension of their performance, and at the end he reached to the conclusion which is that the schools' climate has a positive relationship on teachers' performance. While, (Al-Kassem et al., 2012) who used regression analysis as a tool to analyze the contribution of the constant variables which are (organizational climate (X1) in general, and the psychological influencers expressed in work stress (X2), and motivation (X3)) on the dependent variable (Y) which is the job performance.

See Figure 1

Model	Coefficients ^a				
	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1 (Constant)	71.378	21.366		3.341	.001
X1	.504	.120	.471	4.191	.000
X2	-.256	.092	-.284	2.778	.007
X3	.058	.137	.043	1.420	.035

a. Dependent Variable: Y

Figure (1)

This led him to assume that organizational climate with the consideration of work stress and motivation, has a significant contribution on improving job performance

So, we can say that:

H2b: organizational climate has a positive direct impact on job performance depending on the aspects related to the psychological influencer factors such as (warm relationships between employees, the behavior of the organizations' members, motivation and work stress)

Base on the results of **H2a** and **H2b**, we come to conclude the following hypothesis:

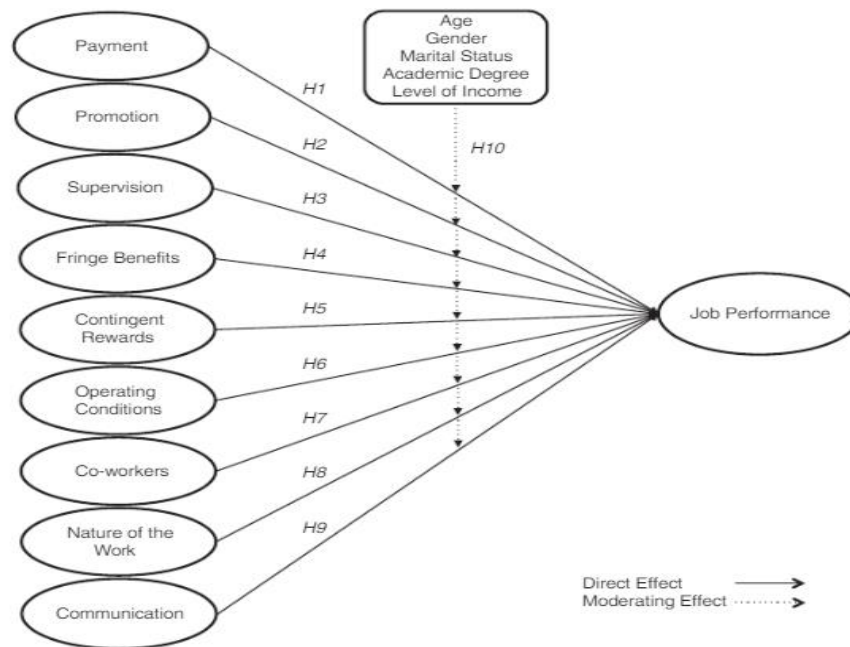
H2: Organizational climate has a direct impact on employees' job performance

3.3 The Impact of job satisfaction on job performance

In studying the relationship between the employee performance and his job satisfaction, researchers agreed that these both variables are positively

influencing each other. As an example (Al-Kassem et al., 2013). Made a quantitative study on a sample size of 45 schools through a questionnaire, this questionnaire concentrated on the two dimensions of the job satisfaction through different variables, motivation as a separated dimension, and stress, trust, justice, ethics, learning and decision making under the working condition dimension. He came up with the result that these dimensions have a direct impact on teacher's job performance. While used a survey questionnaire on a sample size of 200 teachers who worked for more than two years in different elementary schools. The researcher also used descriptive statistics such as distribution, group frequency, percentile, mean, standard deviation, and moment correlation coefficient to determine the correlation between job satisfaction and job performance for the sample size. This questionnaire was also made on the two dimensions of job satisfaction and their effect on the performance. It included policies, supervision, relationships with co-workers, work place and the

work itself under the dimension of the working conditions. It also studied the domains of motivation by measuring the recognition, achievement, level of the employee's responsibility, the opportunity for promotion, the opportunity of personal growth and the salary. Based on the finding of this study, the researcher concluded that there is a high performance for the teachers depending on their level of satisfaction towards these dimensions. Moreover, (El Khatib, 2015) studied the influence between satisfaction by measuring the impact of the (payment, promotion, contingent rewards, and fringe benefits) segments related to the satisfaction's motivation dimensions, and (supervision, operation conditions, co-workers, nature of work and communication) as the working conditions dimensions, on the job performance in general. The study also included the effects of sub-variables which may have an indirect effect on the main relationship such as (age, academic degree, gender and the marital status). See figure 2



This study was made on 220 employees in the media industry through a questionnaire, and showed that not all segments directly influence promotion, in which that all segments are positively related to performance except fringe

benefits, contingent rewards and communication. In addition to that, the sub-variables also differed in results of effecting both satisfaction and performance, for example, age and academic degree showed less effect than gender and marital

status. As a conclusion, the study came to a result that job satisfaction in general effect positively job performance. Finally, (El Khatib and Ahmed, 2020) studied the influence of satisfaction on the performance dimensions with an explanatory research. They again gathered the domains of motivation and working conditions for the job satisfaction’s variable, and studied their impact on job competency and creativity as dimensions of the performance. Their motivation domains were (the professional development, allowance, and salaries), while the working conditions included (job safety, challenges, stability and pleasant in work environment, behavior driven by work, work stress and the recognition). On the other hand, the performance dimensions included (work quality, work quantity and time management) for the job competency dimension, and (innovative behavior, self-ability to fulfill goals and the ability to resolve problems) for the creativity dimension. This study as the ones before ended up with the assumption that job satisfaction domains has a high positively impact on the domains of the job performance.

Base on the above, we come to conclude the following hypothesis:

H3: Job satisfaction has a direct impact on Job performance.

3.4 The Impact of Organizational Climate on Job Performance through Job Satisfaction

At the end, we can determine if organizational climate has a direct effect on job performance through job satisfaction in two ways. The first one is studying the above conclusions and make our assumptions based on them. As long as we had proved that researchers included our two dimensions of organizational climate in their researches, and that these dimensions both have a direct influence on job satisfaction. We as well that

job satisfaction’s dimensions impact and motivate employees for better performance through both motivation and weather conditions. Then we can say that organizational behavior have a positive impact on job performance through the dimensions that increase employees’ satisfaction.

The other way is building our assumption on some studies which were made by other researchers. (Ramzan et al., 2022) for example, built their research on a sample of 189 teachers, administrator and lecturers who work in four major private educational institute, they used frequency analysis, correlation analysis, paired sample t-test and the regression analysis to conclude that leadership style alone as a single variable has no directly impact on teachers’ job satisfaction, however, they also reached to the result that even though transformational leadership has a great impact on building strong work ethic, accountability and efficiency which all are related to job performance, thus, leadership style alone is not enough to influence performance alone without being supported by other factors such as (pay, job security, working hours and work environment) which are mainly related to our two job satisfaction dimensions. Which can mean in other words, leadership style as a dimension of organizational climate can influence job performance only with the support of the job satisfaction’s dimensions. Secondly (M. T. Alshurideh et al., 2023a) Assigned a questionnaires which was given to 124 employees of private educator school. According to **figure (3)** they studied the association between both transformational and transactional leadership styles on job performance alone, to job satisfaction alone, and to job performance through job satisfaction.

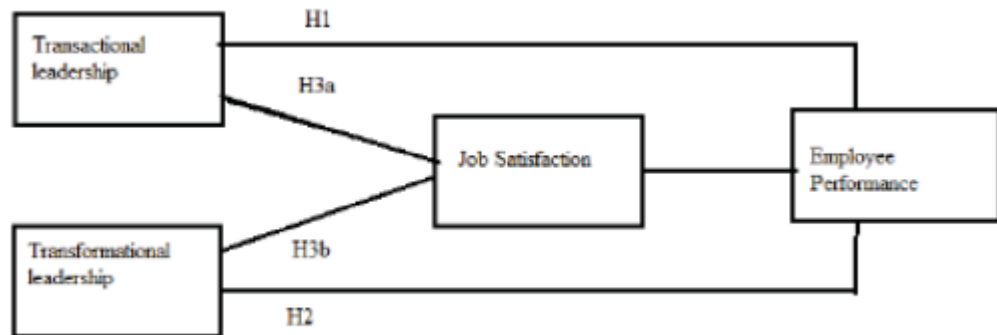


Figure 3

They came to a result that even though both leadership styles are positively associated with job performance, but transactional style has more influence on the employees' performance in the organization. However, they realized that job satisfaction is not mediating between job performance and transactional leadership, but the result will be positive with the transformational leadership. So, they observed that leadership style can positively affect job performance through job satisfaction especially for the transformational style. Finally, (Mubeen et al., 2022) who studied the

impact of organizational climate on job performance through job satisfaction, his studies showed that there is a direct impact of climate on employees' satisfaction, and as long as the employee job performance is directly related to his satisfaction towards the job, as a result he concluded that organizational climate has an indirect impact on the job performance for it's employees. He came up with this result after using a quantitative method with a descriptive analysis approach studying the impact of Organizational climate (X1), its commitment (X2), on employee performance (Z) through job satisfaction (Y). See Figure (4)

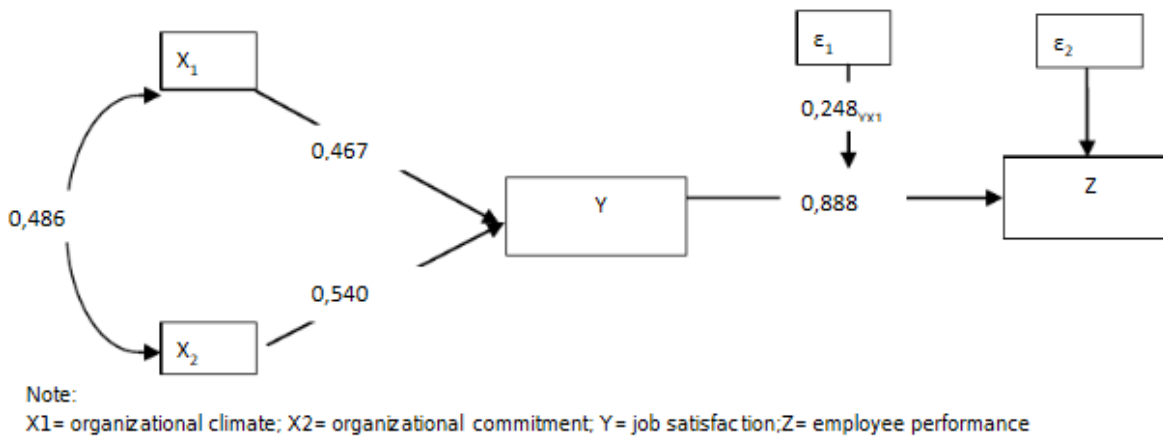


Figure (4)

Base on the above, we come to conclude the following hypothesis:
H4: organizational Climate has a positive influence on Job Performance through Job Satisfaction.

3.5. Research problem

As we lately noticed a decrement in the progress of private schools in UAE than before, we could refer this to many factors, and as long as teachers are one of the important factors in the educational process, we have to study his performance level and what can positively increase it. But although some researchers studied the influence of the organization's Climate on the employee's satisfaction and performance. These Influencers may contains motivators such as promotions, wages and working stress, or they can be related to the organization's infrastructure and working environment. Moreover, very few researchers studied the influencers of job performance in private schools in UAE. As a result, this paper will

try to study organizational climate consisting of both the transformational leadership and the transactional leadership styles, and the psychological influencers, and their impact on the job satisfaction dimensions which can be concluded in motivation and working conditions, and how all of these can influence job performance of the teachers.

3.6. Research Hypothesis

Organizational climate is the core element that impact the employees' improvement and success. Although job satisfaction is the main incentive for the employee to work efficiently, however, even though people could keep working in the same working place for years, this doesn't mean they are satisfied with their jobs. Satisfaction needs many external elements which may or may not be included in the general organizational climate. Thus, both organizational climate and employee's job satisfaction will improve work performance for

the employee

This study will be built following these hypotheses:

H1: School’s organizational climate has a direct impact on teacher’s job Satisfaction in private schools in UAE

H2: School’s organizational climate has a direct impact on teacher’s job Performance

in private schools in UAE

H3: Teacher’s job Satisfaction has a direct impact on their job Performance in private schools in UAE

H4: School’s organizational climate has a direct impact on teacher’s work performance through the effect of their job satisfaction in private schools in UAE

3.7. Research Model

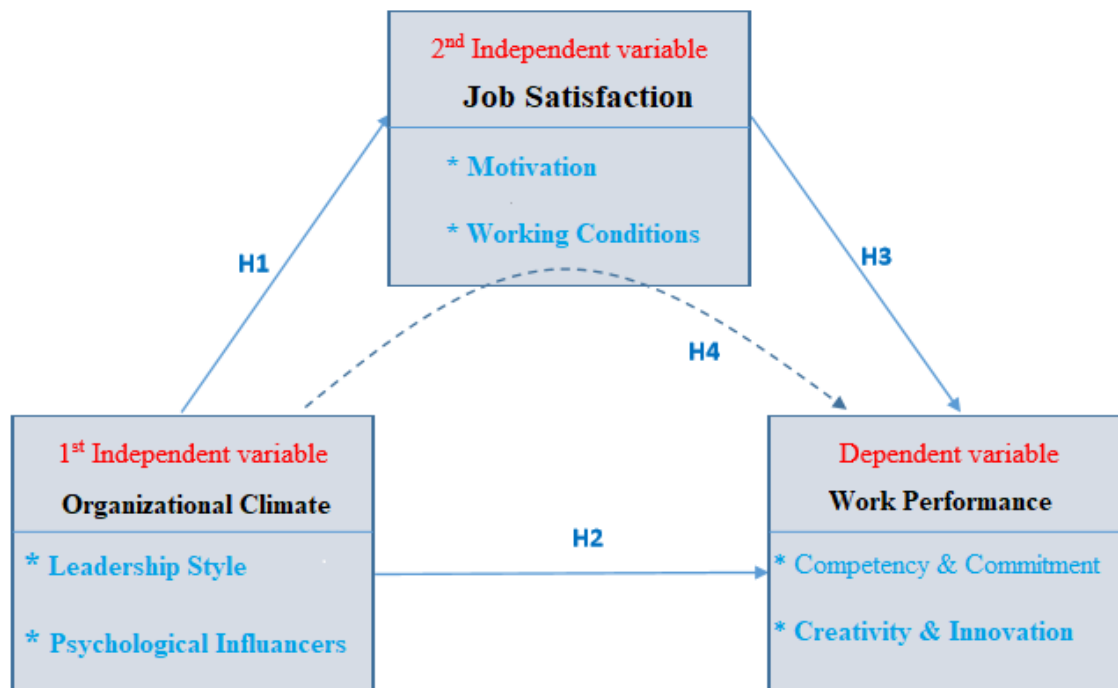


Figure 1 : Research Framework

4. METHODOLOGY

This is a quantitative research, it’s an exploratory and descriptive method as long as it’s a field study which depended on collecting information from population by survey respondents’ opinions though a designed questionnaire.

4.1. Population and Sample

The population of this study is private schools in UAE. The size of population: 581 private schools in UAE. Since we are unable to reach all the schools,

then we will take a sample (the sample type is clustered: means that only private schools in Sharjah) and this sample is taken randomly. The sample will be private schools in Sharjah which are 112 regarding to the ministry of education website. The primary data collection instrument are referenced articles, and a field survey questionnaire. The unit of analysis for this research was a questionnaire distributed to 220 teachers from different ages in 4 private schools in Sharjah, the respondents of this questionnaires were 180

teachers which is 82% from the total number, which makes the sample size 180. Moreover, data was collected through some questions were as well given to 14 Supervisors, who are supervising the teachers who are representing the sample size, to measure their performance and compare it with the teachers' questionnaire answers.

4.2. The Distributed Questionnaire for the Sample Size

General Information

- 1- School Name
- 2- Gender (M) (F) Age
- 3- Highest Qualification

-
- 4- The Grades Which You Teach
- 5- Your Total Work Experience in This School
 - a. Less than 2 years
 - b. 2-5 years
 - c. 5-10 years
 - d. More than 10 years

Note: There is no right or wrong answers for this questionnaire, you kindly have to choose your answer based on your personal opinion.

This is a 5 points scale questionnaire in which:
 5 = Strongly Agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree

Part -1- Organizational Climate

	Leadership Style	5	4	3	2	1
1	Principle and Supervisor encourage you for good performance					
2	Principle and Supervisor treats teachers with respect					
3	Principle involve teachers in general in making decisions					
4	Supervisor supports you in doing your job					

	Psychological Influencers	5	4	3	2	1
5	You feel like being a part of a family in school					
6	The infrastructure of the school is pleasant and helps to work properly					
7	Administration motivates teachers in different ways to encourage them to do their best					

Part -2- Job Satisfaction

	Motivation	5	4	3	2	1
8	Satisfied with the salary					
9	Satisfied with the promotional system in school.					
10	Satisfied with the financial motivation system (overtime, rewards, rises, benefits, etc...)					
11	You get a feedback for your work periodically					

	Working Condition	5	4	3	2	1
12	School makes a good training for the teachers from time to time to help them improve					
13	School gives you freedom to choose the methods you					

	need to give your lecture					
14	I have a work load (too many tasks to be done every day)					
15	My job is inspiring and exciting					

Part -3- Job Performance

	Competency and Commitment	5	4	3	2	1
16	I rarely arrive late to school					
17	I always finish the job needed from me on time					
18	I always give my lectures with the highest energy which I have					
19	I like to participate in the school's events					

	Creativity and Innovation	5	4	3	2	1
20	I usually use different ways and methods to give my classes					
21	I can easily find a unique idea for each subject before teaching it					
22	I can manage hard situations during my class					

4.3. *The Distributed Questions given the Supervisors*

- Kindly list the top and worst 5 teachers committed to their job in your section
- Kindly list the top and worst 5 teachers who usually finish their tasks in terms of efficiently and effectiveness.
- Kindly list the top 5 teachers who usually give new useful suggestions and show big interest to work
- Kindly list the top 5 teachers in using different methods and technologies in teaching students.

5. DISCUSSION

As giving each answer it's weight in the questionnaire which the total mark of it was **110**, the highest mark we got were **92** which represents **84%** of the total mark, the lowest was **52** which is **47%** of the total mark, and the average was **67** which represented **61%**. Moreover, we noticed that age and gender had different effects on the results. As younger teachers had higher results from older ones, and female teachers had higher results than males especially in the satisfaction, commitment and creativity parts.

After collecting the results of both the teachers' questionnaire and the supervisors' questions, we

could easily find that they both gave the same results which were concluded before. Teachers who answered positively to the parts about organization's climate were noticed to have much higher satisfaction than the others. Which strengthens the hypothesis that organizational climate impact satisfaction. Moreover, those teachers were positively performing in their job. Which supports the conclusion we had on the positive influence of both organizational climate and job satisfaction on performance. On the other hand, teachers who had negative feeling towards the organizational climate were unsatisfied in their jobs and showed less commitment and competency in their perform.

The same thing happened when we compared their answers with their supervisors' opinions. The top 5 teachers chosen as answers for each question given to the supervisors showed that they are from the teachers who got the highest 15 marks in the questionnaire.

6. CONCLUSION AND RECOMMENDATIONS

This research showed that working process is a related circle in which each part of it will affect the full process. To reach to the best performance of the teachers, the administration should start from itself. Choosing the right leadership style which can

motivate teachers, and participate with them in both upstream and downstream. Upstream by working with them on their tasks, and downstream by involving them in some decision making of the organization. Moreover, a good pleasant work climate will make teachers psychologically comfortable which will lead to better performance in their jobs. Moreover, motivating them in both financially such as rises and rewards, and

psychologically by promotions and recognitions, will make them more satisfied in their jobs. These points, if took care of them, will lead to better performance, and therefore, will increase the consciousness and knowledge of students who will in future, carry this community on shoulders.

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High Involvement Team Creativity and Continuous Improvement on Sales Performance: A Study on Metal Industry

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ABSTRACT

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Managers and company strategies endeavors on varied tactics, which ensures that they meet the demand of the customers at all time. Thus, the need to address this concern. The study aimed to conduct the impact of team creativity and continuous improvement on sales Performance in car and metal industry. Using the three significant section of the title, namely team creativity, continuous improvement, and sales performance, the researcher was then able to design not only the study model but also come up with the theoretical framework. On the methodology, the design of this study was empirical-based quantitative research. The chosen design further uses the exploratory and descriptive approach. The total number of sample participants in this study were 159. Pearson correlation analysis indicates that team creativity, continuous improvement, and sales performances have a significant association. However, the level of correlation between continuous improvement relative significance with sales performances. The regression table above indicates that the predictors are positive and vital to the dependent variable, which is sales performance at 0.000b. In conclusion, the researcher found out that there is a close relation between team creativity and continuous improvement with sale performance. Whereas, team creativity and continuous improvement are instrumental in enhancing sales performance in the metal industry. By fostering a creative environment and encouraging innovative thinking, organizations can develop unique solutions that meet customer demands.

1. INTRODUCTION

In today's rapidly changing business landscape, organizations are constantly striving to achieve higher sales performance and gain a competitive edge. To meet these goals, companies are recognizing the crucial role that team creativity and continuous improvement play in driving sales success. The ability to foster a culture of creativity and continuous improvement within sales teams

has proven to be instrumental in not only meeting targets but also exceeding them (Barczak et al., 2010).

Team creativity refers to the collective ability of a group to generate innovative ideas, think outside the box, and find unique solutions to challenges. When sales teams embrace creativity, they become more adaptable, resourceful, and capable of finding

new approaches to engage customers, address their needs, and close deals. By encouraging diverse perspectives and fostering an environment that supports risk-taking and experimentation, teams can unleash their creative potential and uncover new opportunities for growth (Hoever et al., 2012).

Continuous improvement, on the other hand, focuses on constantly enhancing existing processes, strategies, and skills. By adopting a mindset of continuous learning and development, sales teams can identify areas for improvement, refine their techniques, and stay ahead of evolving market trends (Kohlbacher, 2013). This approach empowers sales professionals to sharpen their abilities, refine their pitch, and deliver exceptional customer experiences. It also enables teams to adapt quickly to changes in customer preferences, emerging technologies, and competitive landscapes, ensuring they remain agile and resilient (Bulut, 2017).

The impact of team creativity and continuous improvement on sales performance is multifaceted. Firstly, by encouraging team creativity, organizations can tap into the collective intelligence of their sales teams, leading to the generation of fresh ideas and approaches that can attract and retain customers (Guia et al., 2019). Creative solutions not only differentiate a company from its competitors but also create memorable experiences for customers, enhancing their satisfaction and loyalty (Kok Wei and Nair, 2006). Secondly, a culture of continuous improvement ensures that sales teams are consistently honing their skills and adapting to evolving market dynamics. This results in improved efficiency, increased productivity, and higher quality outputs. By consistently seeking feedback, analyzing performance metrics, and implementing targeted improvements, sales teams can identify and eliminate bottlenecks, streamline processes, and optimize their overall performance (Savolainen, 1999).

Lastly, team creativity and continuous improvement contribute to employee engagement and motivation. When individuals feel empowered to contribute their unique ideas and see the impact of their suggestions, they become more invested in their work and more likely to go the extra mile (Hoque et al., 2018). Moreover, a culture that encourages continuous learning and improvement

shows that the organization values its employees' growth, fostering a sense of loyalty and commitment among team members (Afram et al., 2022).

Team creativity and continuous improvement have a profound impact on sales performance. By fostering a culture that nurtures creative thinking and promotes ongoing development, organizations can unlock the full potential of their sales teams (Chen, 2006). The combination of innovative ideas, adaptable strategies, and continuous refinement enables sales professionals to exceed targets, outperform competitors, and deliver exceptional value to customers. Embracing team creativity and continuous improvement is not just a recipe for sales success; it is a catalyst for long-term growth and sustainability in today's dynamic business environment.

1.1 Background

Multiple manufacturing companies experience tough times to stay competitive within the fast-growing global markets. Managers and company strategies endeavours on varied tactics, which ensures that they meet the demand of the customers at all time. Otherwise, the consumers end up shifting preference to other competitors within the same niche. The immediate effect is the loss in customer loyalty, followed by a reduction in sales, which further impairs profit optimization. It is, therefore, the role of the company sales strategists to enhance continuous improvement for a progressive boost in sales performances. One of the optional ways adopted by companies is team creativity. Thus, the study opted to find out more about the impact of team creativity and continuous improvement on sales performance but with the focus on car and metal industry.

2. THEORETICAL FRAMEWORK

2.1. Association between Team Creativity and Continuous Improvement

In general, in the study of (Guia et al., 2019) where the focus was on the continuous improvement in employee competence, workers creativity (Nuseir et al., 2020), and new service development noted that variables are significantly related. The same findings align with those of (El Khatib and Opulencia, 2015; Savolainen, 1999; Yasir et al., 2022). The duo researcher studied the continuous improvement model within a creative firm.

Similarly, in the study of enhancing creativity via teamwork as well as a continuous improvement by (Bawaneh et al., 2023) exhibited a positive and significant association between the two variables. The findings align with those of (El Khatib, 2015), where the duo aimed at establishing a continuous improvement system within the creative content companies. The researchers found a positive and significant relationship between continuous improvement systems and creativity (H. Alzoubi et al., 2022; M T Nuseir et al., 2022a). Thus establishing the study hypothesis as follow.

Hypothesis-1: There is a positive and significant association between team creativity and continuous improvement effect at car and metal industry.

2.2. Association between Team Creativity and Sales Performance

In general, the study tested the impact of creativity on sales performances using different techniques in varied industries and found a positive and significant association (Akour et al., 2023). For instance, in the study of (Amiri et al., 2020; Khatib et al., 2016; Tariq et al., 2022a) where the researchers examined the influence of sales forces performance on the worker's creativity and innovation realized that salesforce market orientation exhibited positive and significant association with employees' innovation implementation and creativity (Aljumah et al., 2021a; El Khatib and Ahmed, 2020). The similar findings reflected on the study of (Nuseir and Aljumah, 2022), where the researchers narrowed down to the development as well as the validation of the creative team measure. From the study, the researchers found a substantial influence on creativity and innovations. In addition, (Abudaqa et al., 2021; Aljumah et al., 2021b) realized that one of the innovation in the field of business is working as a creative team because it enhances consensus, which further has a positive and substantial positive relationship with the sales performance (I. Akour et al., 2022). Furthermore, creativity evident in six sigma, and lean operations improves sales performances. For example, in the study of (El Khatib et al., 2019; M T Nuseir et al., 2022b) the researcher improved quality on both the general output process (production) and the sales of the products. Thus, the study resolved the following hypothesis.

Hypothesis-2: There is a positive and significant association between team creativity and sales performance at car and metal manufacturing industry.

2.3. Association between Continuous Improvement and Sales Performance

Moreover, studies tend to find the association between continuous improvements on the varied company's sales performance (Aityassine et al., 2022). For instance, in the study of creative industries such as entertainment tends to improve operations for overall performance, as noted in the study of (H. M. Alzoubi et al., 2022e; Nuseir et al., 2021). Thus, researchers tend to indicate that continuous enhancement or improvement substantially associates with customer demand. Thus, resulting in improved operational performance (Sakkthivel et al., 2022). Continuous improvement develops quality goods and services, cut expenses, and boost client happiness leading to a higher effectivity of sales performance since the demand of customers increases (Ahmed et al., 2022; El Khatib and Ahmed, 2019; Kurdi et al., 2022b). Consequently, the continuous improvement comprises combining top-notch client care, centralized production methods, and ongoing job performance; this assists in increasing the sales performance of any company. Hence studies prove that continuous improvement increases customer satisfaction and demand which further have a substantial and positive relationship with sales performances. Thus, the researcher resolved into the following study hypothesis.

Hypothesis 3: There is a positive and significant association between continuous improvement and sales performance at car and metal manufacturing industry.

2.4. Association between Continuous Improvement and Team Creativity through Sales Performance

Several studies reviewed seems to correlate continuous improvement on team creativity through sales performance of varied industries and businesses (Ahmad Ibrahim Aljumah et al., 2022b; Muhammad Alshurideh et al., 2023; El Khatib et al., 2020b). Business process improvement, as well as innovative efforts, exhibits a relatively substantial effect on expected return, regardless of the huge investments of time and money (Al-Awamleh et al.,

2022). The rationale behind this finding is that improvement takes place as a process rather than involving the whole business organization (Ahmed and Nabeel Al Amiri, 2022; Al-Kassem, 2017; Alzoubi and Ahmed, 2019). A successful continuous process focuses on the integration of all business system, which consists of a set of processes and its interrelations (Nuseira and Aljumahb, 2020; Tariq et al., 2022b). If only the business processes are improved without taking into consideration the completely organizational system, then confusion and conflict within the managements processes will be limited (Alshurideh, M.T., Al Kurdi, B., Alzoubi, H.M., Sahawneh, N., Al-kassem, 2022), which would otherwise undermine the overall performance (Abudaqa et al., 2022; Kurdi et al., 2022a). Companies, therefore tend to improve the processes by taking into account the need to increase the effectiveness as well as the efficiency of the individual process (Khatib et al., 2022a; Nuseir, 2020). Improvement needs to cater to the entire system of a business organization (Al-Marroof et al., 2022b). A single improvement process, rather than the integrated one, which occurs without taking into account how various processes are connected, results in an imbalance throughout the entire system (Lee et al., 2023). Thus, this imbalance may negatively influence the sales performance of the firm significantly (Al-Kassem et al., 2022; Aljumah et al., 2020; Gulseven and Ahmed, 2022). In the event that the entire system realizes imbalance of operations, then insufficient information passes through the business systems to enhance or improve the sales or financial performance of the organization (Al-Marroof et al., 2022a; Taher M. Ghazal et al., 2023; Nuseir and Elrefae, 2022). Thus, the researcher resolved on the following.

Hypothesis 4: There is a positive and significant association between continuous improvement and team creativity through sales performance at car and metal industry.

2.5. Operational Definitions

From the topic, the impact of Team Creativity and Continuous Improvement on Sales Performance in Car and Metal Industry The following key operational terminologies, as well as their dimensions, emanates (Nuseir, 2021)..

Team creativity: Team creativity refers to the

collective ability of a group of individuals to generate novel and innovative ideas, solutions, and approaches through collaborative efforts. It involves the synergistic interaction of team members, who combine their diverse knowledge, skills, perspectives, and experiences to produce creative outcomes that surpass what could be achieved individually (El Khatib et al., 2021).

In a team setting, creativity is not limited to the creative abilities of a single individual but emerges through the dynamic interplay of ideas, brainstorming, and constructive dialogue. It is characterized by the team's ability to think outside the box, challenge conventional thinking, and explore alternative possibilities. Team creativity often thrives in an environment that encourages risk-taking, open communication, and the freedom to express ideas without fear of judgment.

Team creativity encompasses various aspects, including idea generation, problem-solving, and innovation (H. Alzoubi et al., 2020; M. El Khatib et al., 2021). It involves the ability to connect seemingly unrelated concepts, synthesize information, and propose original solutions to complex challenges. Successful team creativity requires active collaboration, effective communication, and a supportive atmosphere that fosters trust and psychological safety among team members (AlDhaheri et al., 2023).

Team creativity is particularly valuable in diverse and interdisciplinary settings, as different perspectives and backgrounds can enrich the creative process and lead to more innovative outcomes. It can contribute to organizational success by fostering competitiveness, adaptability, and differentiation in the marketplace (Alzoubi et al., 2019; El Khatib et al., 2020a).

To nurture team creativity, organizations can implement strategies such as promoting a culture of innovation, providing resources and tools for idea generation, facilitating cross-functional collaborations, and recognizing and rewarding creative contributions (H. M. Alzoubi et al., 2020). By harnessing the collective creative potential of teams, organizations can drive innovation, problem-solving, and ultimately achieve sustainable growth and success.

Continuous improvement: It entails the business concepts, activities, and processes, which simultaneously boost all the functions as well as the involvement of all workers from the chief

executive officer to the assembly line employees (A I Aljumah et al., 2022a). In other words, it entails the methods and techniques used by companies to identify opportunities, which streamlines work as well as reduction of waste. The dimensions covered in this term entails 3-main phases and distinction between creative business routine and improvement (H. M. Alzoubi et al., 2022d; Gaytan et al., 2023; Hani Al-Kassem, 2021).

Continuous improvement is a systematic and ongoing process of enhancing efficiency, quality, productivity, and effectiveness within an organization or individual by making incremental, incremental, and iterative advancements to existing processes, systems, products, or services (Muhammad Turki Alshurideh et al., 2022b). It involves a commitment to constantly seeking opportunities for improvement, identifying areas that can be optimized, and implementing changes to achieve better results (H. M. Alzoubi et al., 2022a; Khatib et al., 2022b).

The concept of continuous improvement is rooted in the belief that even if something is functioning well, there is always room for improvement. It emphasizes the importance of a proactive and forward-thinking approach to refining and evolving practices rather than settling for the status quo.

Sales performance: This term refers to the set criteria or scales about sales activities against the overall aim of each activity (Nadzri et al., 2023). It is usually set for the sale team as well as for a single team member then compared to the performance of the company per month, fortnight, or annually (E. Khatib et al., 2021). The dimensions covered are achievements as well as ethical behavior (Al-Dmour et al., 2023). Evaluating sales performance serves multiple purposes, including identifying strengths and weaknesses, setting targets and goals, optimizing sales strategies, allocating resources effectively, and providing a basis for performance incentives and rewards (Almasaeid et al., 2022). It helps organizations track progress, make informed decisions, and continuously improve sales efforts to drive revenue growth and maximize profitability.

Car and metal industry: The car and metal industry in the United Arab Emirates (UAE) has experienced significant growth and development over the years. As one of the leading industries in the country, it plays a vital role in the UAE's economy and

contributes to its diversification and sustainability. The UAE's car industry has witnessed substantial expansion, both in terms of manufacturing and trade. The country is home to several automotive companies, including multinational brands that have established assembly plants and manufacturing facilities in the UAE. These companies produce a wide range of vehicles, including passenger cars, SUVs, commercial vehicles, and luxury automobiles. Additionally, the UAE has a thriving automotive retail sector, with numerous showrooms and dealerships offering a diverse selection of both domestic and imported vehicles.

The metal industry in the UAE is another key sector that supports various industrial activities and infrastructure development. The country has a robust metal manufacturing and processing sector, encompassing steel, aluminum, and other metals. UAE-based metal companies produce a wide range of products, such as structural steel, pipes, sheets, wires, and aluminum extrusions. These products cater to both domestic demand and export markets.

3. LITERATURE REVIEW

The studies indicated that a company that uses a creative team uses a continuous improvement team; this is because the group uses their creativity to boost operation improvement (I. A. Akour et al., 2022; Muhammad Turki Alshurideh et al., 2022a). Such teamwork is driven by utmost active engagement while implementing and defining projects. It is the quest for enhancing processes management to the most optimal option (Al-Kassem et al., 2012). A creative team are enthusiastically involved in every aspect of the processes (H. M. Alzoubi et al., 2022c). In addition, another driver is the leader of such a group, that is, a more actively leader as well as participants enhance the process of fruitful improvement (Aziz et al., 2023; El Khatib and Ahmed, 2018).

In addition, studies show a closer and significant relationship between team creativity and sales performance. For instance, (R. S. Al-Marouf et al., 2021b) studied the measures of creativity and concluded that profits increases from a creative salesforce. Innovation further enhances creativity and sales performances (A I Aljumah et al., 2022b; Muhammad Turki Alshurideh et al., 2023a; Louzi et al., 2022b). An example of creative innovation is

the functional coordination. It is the process where varied salespeople join and collaborate with other employees from other departments leading to the exchange of various strategies (Blooshi et al., 2023). When the ideas and proposals are evaluated as well as acted upon leads to greater creativity (Muhammad Turki Alshurideh et al., 2023b). Salespeople exchange the varying the ideas from other employees in interrelated departments as aforementioned. Thus these creative ideas assist in improving the financial and sales performance of the organization (Alshawabkeh et al., 2021; M T Alshurideh et al., 2022; Arshad et al., 2023).

Despite significant time and financial commitments, business process innovation and improvement attempts have reportedly yielded relatively little predictable return (Kassem and Martinez, 2022). One of the main causes of this is that the improvement is concentrated on a specific process rather than the entire business organization, or on a business system, which is made up of a number of processes and their interrelations (Louzi et al., 2022a). Confusion and conflict will develop if business processes are merely modified without taking into account the entire organizational system, which would undermine performance. Therefore, when processes are improved, the entire system of a corporate organization must be considered in addition to increasing the efficacy and efficiency of each individual process.

However, (Muhammad Turki Alshurideh et al., 2023c) highlighted a high involvement teams are characterized by their collaborative approach, where team members actively participate in decision-making processes, problem-solving, and idea generation. Creativity within these teams refers to the generation of innovative and novel ideas that can drive sales performance (Al-Kassem et al., 2013; M Alshurideh et al., 2023). Several studies have established a positive relationship between high involvement team creativity and sales performance (Khatib, 2022). When teams are encouraged to think outside the box, share diverse perspectives, and explore new strategies, it can lead to the development of innovative products, services, and sales approaches (M. Alshurideh et al., 2022). Such creativity not only attracts customers but also helps differentiate an organization from its competitors, leading to improved sales performance.

Furthermore, continuous improvement, often associated with practices such as Total Quality Management (TQM) and Lean Six Sigma, focuses on constantly identifying and eliminating inefficiencies, improving processes, and enhancing overall organizational performance (Muhammad Turki Alshurideh et al., 2022c; Nuseir and Aljumah, 2020). The impact of continuous improvement on sales performance is two-fold. Firstly, by streamlining processes and eliminating waste, organizations can achieve greater efficiency, reducing costs and time-to-market (A. Al-Marroof et al., 2021; Mohammed T. Nuseir et al., 2022). This, in turn, allows organizations to deliver products and services more effectively, improving customer satisfaction and ultimately driving sales performance (Al-Kassem, 2014). Secondly, continuous improvement emphasizes a customer-centric approach, where organizations actively seek feedback, identify customer needs, and make necessary adjustments to meet those needs (H. M. Alzoubi et al., 2022b; M. Alzoubi et al., 2021). By aligning products and services with customer preferences, organizations can boost sales and foster long-term customer loyalty (T M Ghazal et al., 2023a).

In addition, high involvement team creativity and continuous improvement initiatives are not mutually exclusive but rather interconnected (Mubeen et al., 2022). A culture of continuous improvement can provide a fertile ground for high involvement team creativity (Alzoubi, H M Alhamad et al., 2021). As teams strive for ongoing enhancement, they are more likely to embrace creativity, innovation, and experimentation (Ahmad Ibrahim Aljumah et al., 2022a; Mat Som and Kassem, 2013). On the other hand, high involvement team creativity can fuel continuous improvement efforts by generating new ideas for process optimization (Farrukh et al., 2023), product development, and customer engagement (Akour et al., 2021). By harnessing the synergy between these factors, organizations can create a powerful cycle of innovation and improvement that positively impacts sales performance (Khan et al., 2022).

The literature suggests that high involvement team creativity and continuous improvement initiatives have a significant impact on sales performance. By fostering creativity within teams, organizations can generate innovative ideas that differentiate

their products and services, leading to improved sales (Aljumah et al., 2023). Simultaneously, continuous improvement efforts enhance efficiency, customer satisfaction, and overall organizational performance, thereby positively influencing sales outcomes (H. M. Alzoubi et al., 2022f). Recognizing the interplay between high involvement team creativity and continuous improvement is crucial for organizations seeking to maximize their sales potential (T M Ghazal et al., 2023b). By nurturing a culture that encourages collaboration, creativity, and continuous improvement, businesses can achieve sustainable growth and maintain a competitive edge in today's dynamic marketplace.

3.1 Research Problem

Diversity and increasing demand for luxury items such as cars are putting companies on the run to meet the most effaceable models for enhancing performance and satisfaction. The need to implement the strategies that enhance high performance arises in motor companies when the demand increases and quality concerns arise (T M Ghazal et al., 2023c). In addition, companies tend to meet other related challenges. For instance, workers struggle to realize the high demands and already placed orders sufficiently; mistakes, customer retention issues, and wastage also accompany this increasing demand (R. S. Al-Marroof et al., 2021a). The overwhelming demand not only

creates workforce challenges such as high workers turnover but also creates limited time in employee identification and training the qualified workers. As such, the cost of training and recruiting new employees also escalates (Varma et al., 2023). Thus, the research precisely intends to find the remedy to such problems in the car and metal industry due to high demand. In doing so, the study examined the impact of team creativity and continuous improvement on sales performance in car and metal industry. Thus, when this problem is solved through the designed model, then the operation score of manufacturing companies increases substantially. Companies will be able to realize constant optimal productivity and innovation, as well as new opportunities. The research focused on the following study objectives.

- To test the impact of team creativity on continuous improvement effect at car and metal industry.
- To test the impact of team creativity on sales performance at car and metal manufacturing industry
- To investigate the impact of continuous improvement on sales performance on sales performance at car and metal manufacturing industry
- To test the impact of continuous improvement on team creativity through sales performance at car and metal industry.

3.2. Research Model

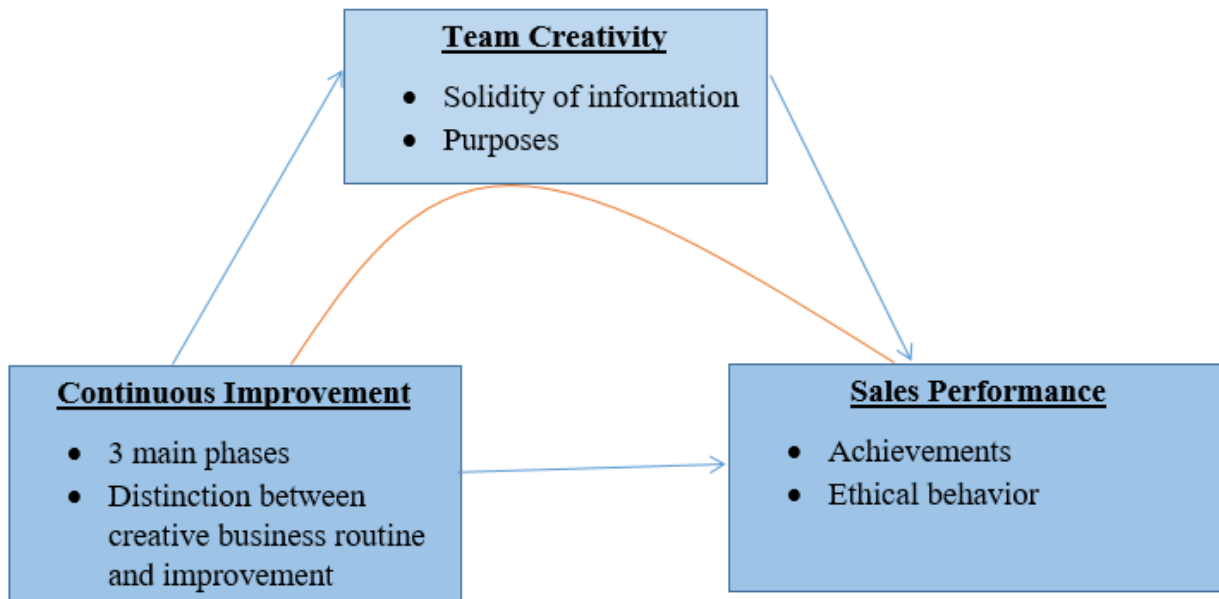


Figure 1 : Reseak Framework

3.3. Research Hypotheses

Hypothesis-1: There is a positive and significant association between team creativity and continuous improvement effect at car and metal industry.

Hypothesis-2 There is a positive and significant association between team creativity and sales performance at car and metal manufacturing industry.

Hypothesis-3: There is a positive and significant association between continuous improvement and sales performance at car and metal manufacturing industry.

Hypothesis-4: There is a positive and significant association between continuous improvement and team creativity through sales performance at car and metal industry.

4. METHODOLOGY

4.1 Research Design

An empirical and quantitative study was carried out to perform the statistical analysis. The study further uses the exploratory and descriptive approach. The quantitative method involves the orderly research of phenomena through obtaining quantifiable information as well as performing techniques such as computational, mathematical, and statistical. The method further involves numerical representation as well as manipulation

of the observed data purposely to explain and describe data that reflects the observed data. It also makes use of empirical statements and methods; this is because it is perceived as social research.

The rationale for choosing this method is because it uses survey or questionnaires to measure features of the sampled population of car and metal industry through scientific and statistical strategies. The method also aided in the provision of answers to questions that sorted to find the understanding, feeling, frequency, and satisfaction of the sample population. Thus, it enabled the researcher to make a comparison with other studies. The study was able to use realism philosophy using this method; this is because it intended to uncover an existing reality underlying the impact of team creativity and continuous improvement on sales performance but with the focus on car and metal industry.

4.2 Population and Sample

The study used probability-sampling technique. The technique is a random sampling method where the researchers can reach out to many participants. The total number of sample participants in this study were 159. The participants were United Arab Emirates working varied types of car and metal industries (automotive companies based in UAE). The reason for using the sample size is the ease of

manipulation in analysis using both excel and SPSS software. The ANOVA analysis revealed the association between the variables of the study.

4.3 Data Collection Method

The study used questionnaire as aforementioned above. The questionnaires were accurately designed to give essential data. The numerical information extracted from the research assisted in conducting the analysis. The design was the questionnaire was as follow (see Appendix A). First, team creative divided into the solidity of information and purpose while the second independent variable continuous improvement divided into three-phase and distinction between creativity in business routine and improvement operations. The last division was the dependent variable, namely sales performance, which further constituted of achievements and ethical benefits.

Table 4.1 Demographic Information

Gender	Frequency	%
Male	88	55.3
Females	71	44.7
Summation	159	100.0
Age Distribution		
20-26	14	8.8
27-32	40	25.2
33-38	34	21.4
39-44	42	26.4
Above 44	29	18.2
Summation	159	100.0

From the tabulation, the age bracket distribution of the participants is uniformly spread across the participants. The highest being between age brackets of 39-44, implying that the respondents have high experience in their field. Gender is also well represented.

4.4 Data Collecting Procedure

The study used questionnaires as data collection instrument. The questionnaires were issued to volunteering participants only. The participation was on one's volition as well as for opting out of the study, whether before or during the study. The questionnaires were administered online through mails as well as online platforms. The respondents were given a one-week duration to respond to the questions and resend them. Only participants working in either car or metal industries were the only allowed subjects.

5-EMPIRICAL ANALYSIS

The following sequence of presentation indicates the findings of the study.

The average Cronbach alpha coefficient values are above 0.5 for all the questions, as indicated in the average value. Indicating that analysis that used the study questions were reliable.

Table 4.2 Descriptive Statistics

	Mean	N	Std. Deviation
Solidity of Information	.53	159	.501
Purposes	.54	159	.497
3 Main Phases The distinction between creative business routine and improvement operations.	.53	159	.500
Achievements	.59	159	.493
Ethical Behaviour	.55	159	.499
Valid N		159	

The table shows that more than half of the average responses (mean is above 0.5) of the total samples

values the concerns of the creative team, continuous improvement, and sales performance.

Table 4.3 Correlation Analysis

		Team Creativity	Continuous Improvement	Sales Performance
Team Creativity	Pearson Correlation	1		
	Sig. (2-tailed)			
	Sum of Squares and Cross-products	158.000		
	Covariance	1.000		
	N	159		
Continuous Improvement	Pearson Correlation	.984**	1	
	Sig. (2-tailed)	.000		
	Sum of Squares and Cross-products	153.901	158.100	
	Covariance	.974	1.000	
	N	159	159	
Sales Performance	Pearson Correlation	.934**	.949*	1
	Sig. (2-tailed)	.000	.000	
	Sum of Squares and Cross-products	147.270	149.718	158.010
	Covariance	.932	.947	1.000
	N	159	159	159

** . Correlation is significant at the 0.01 level (2-tailed).

The 2-tailed Pearson correlation analysis indicates that team creativity, continuous improvement, and

sales performances have an as significant association. However, the level of correlation between continuous improvement relative

significance with sales performances as indicated by 1-tailed significance of 0.949*

Hypothesis Testing

Table 4.4 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.071E-17	.024		.000	1.000
Team creativity	.948	.027	.948	36.821	.000

a. Dependent Variable: Continuous improvement

From the table above, the t-test value and beta coefficient proved the existence of positive (0.00 and 0.948 respectively) and a significant association between team creativity and

continuous improvement in the car and metal industry. Thus, the study accepts H1.

Hypothesis-1: There is a positive and significant association between team creativity and continuous improvement effect at car and metal industry.

Table 4.5 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-7.924E-18	.029		.000	1.000
Team creativity	.975	.027	.975	32.901	.000

a. Dependent Variable: Sales performance

From the table above, the t-test value and beta coefficient proved the existence of positive (0.00 and 0.975 respectively) and significant association between team creativity and significant the sale performance in the car and metal industry. Thus,

the study accepts H2.

Hypothesis-2 There is a positive and significant association between team creativity and sales performance at car and metal manufacturing industry.

Table 4.6 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.680E-17	.032		.000	1.000
Continuous improvement	.904	.032	.904	28.309	.000

a. Dependent Variable: Sales performance

From the table above, the t-test value and beta coefficient proved the existence of positive (0.00 and 0.904 respectively) and a significant association between continuous improvement and sale performance in the car and metal industry.

Thus accepting H3.

Hypothesis 3: There is a positive and significant association between continuous improvement and sales performance at car and metal manufacturing industry.

Table 4.7 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	138.935	1	139.987	1093.391	.000 ^b
Residual	20.311	157	.129		
Total	158.000	158			

a. Dependent Variable: Sales performance

b. Predictors: (Constant), continuous improvement and team creativity

The regression table above indicates that the predictors are positive and significant to the dependent variable, which is sales performance at 0.000^b. Thus, accepting the H4.

Hypothesis 4: There is a positive and significant association between continuous improvement and team creativity through sales performance at car and metal industry.

6. DISCUSSION

From the above findings explains the association between team creativity and continuous improvement in sales performance from varied approaches. The researcher found out that there is a close relation between team creativity and continuous improvement. The findings align with those reviewed. Most studies tend to find if there is a positive and significant relationship between team creativity and continuous improvement with a workplace (e.g., Yang, Lee, & Cheng, 2016; Strazdas & Cerneviciute, 2016; Ng, Jee, & Anuar, 2012; Wang & Miao, 2015). Besides, the study found the existence of a positive and significant association between continuous improvement and sales performance through creative teamwork. In addition, there was a correlation between continuous improvement and sales performance of a company. The researcher advocated for the wholesome process of improvement in the business rather than an individual level (Strazdas & Cerneviciute, 2016; Ng, Jee, & Anuar, 2012). An individual process improvement, which takes place without considering the interrelated processes, can lead to an imbalance of the entire system. Therefore, this imbalance may affect the sales performance of the organization in major aspects. In the event of the imbalance, there are insufficient ideas will be passed to enhance or improve the sales or financial performance of the organization.

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7. CONCLUSION AND RECOMMENDATION

In conclusion, car and metal industry are one of the companies where team creativity needs to take centre stage for better overall performance. It is a niche of several interconnected chains of production to the point of selling the products. Car and metal industry looks forward to a workplace setting with optimum production, innovation, and discovery of new opportunities (Demeter & Matyusz, 2011). The only sure way of creating such an environment is through continuous improvements techniques; this assists manufacturing companies to operate on a higher level. The process of progressive improvement is amongst the apparently embraced incremental improvement mechanism in which manufacturers operate normally while continuously sort to new opportunities that inculcate value to the processes of production, services rendered, and product sale (Strazdas & Cerneviciute, 2015). Besides, studies show that creativity plays an integral role in enhancing continuous quality improvements; this is because the technique enhances transformation within the organization over time. It implies that continuous quality improvement, as well as creativity, posits mutual impact, especially if the two finds self-driven employees. Effectiveness of quality enhancement depends on teamwork (Strazdas & Cerneviciute, 2015).

The researcher recommends the need to conduct the same study using mixed method research that inculcates interviewing as well as the use of a larger sample of participants. In addition, the researcher recommends the use of creative teamwork and continuous improvement to enhance sales volume of car and metal industries.

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Appendix A

		<u>Strongly disagree</u>	<u>Disagree</u>	<u>Neutral</u>	<u>Agree</u>	<u>Strongly agree</u>
<p><u>1st independent variable</u> <u>1-IV</u> <u>Team Creativity</u></p>						
<u>Solidity of Information</u>	<p>With the nurturing of knowledge sharing elements, the possibility of enhancing creativity through knowledge creation may be stronger than usual.</p> <p>Under strategy IS, real-time information on market demand and the retailer's inventory is shared among all members</p> <p>Under strategy IS, real-time information on market demand and the retailer's inventory is shared among all members</p>					
	<p>The quality of the IT tools which is measured in terms of response time, reliability, ease of use, etc is very important to the implementation of KM system. An easy-to-use, easy-to-access, responsive, and reliable system will enhance the process and outcomes of end users' knowledge creation, sharing, and utilization which then leads to the solidity of the information shared.</p>					
<u>Purposes</u>	<p>The main purpose of team creativity is to achieve a new product which has been molded or crafted by the various disciplinaries.</p>					
	<p>One of the other main roles of team creativity is for each team member to discuss, question and even to the extent of professionally challenging ideas which are not theirs.</p>					

