

# The Impact of Employee Management on Organizational Performance in Dubai's Five-Star Hotel Sector

A. Jahmani<sup>1</sup>, O. Jawabreh<sup>2\*</sup>, E. A. AL Fahmawee<sup>3</sup>, M. S. Almasarweh<sup>4</sup> and Basel. J. A. Ali<sup>5</sup>

<sup>1</sup>Business School, Al-Ahliyya Amman University, Amman, Jordan

<sup>2</sup>Department of Hotel Management, Faculty of Tourism and Hospitality, The University of Jordan-Aqaba Branch, Jordan

<sup>3</sup>Department of Interior Design, Faculty of Art and Design, Applied Science Private University, Amman, Jordan

<sup>4</sup>Department of Business Administration, Faculty of Business, The University of Jordan, Aqaba, Jordan

<sup>5</sup>Accounting and Finance Department, Applied Science University, Kingdom of Bahrain

Received: 4 Nov. 2022, Revised: 20 Dec. 2023, Accepted: 24 Jan. 2023.

Published online: 1 May 2023.

**Abstract:** The paper investigates the relationship between employee management and organizational performance in Dubai's five-star hotel industry. The social survey technique was used to collect, categorize, and analyze data in order to draw conclusions that meet the research objectives, as the questionnaire was administered to workers in five-star hotels in Dubai to gather data that answered the research questions. The researcher collected 283 copays from 500 surveys, but only 247 were complete and usable. To determine the reliability of the measurement items for each variable, an internal consistency check was performed. The study found that organizational performance is positively correlated with employee management, and that organizational systems, structure, and physical environment all have an impact on employee management, as well as employee management having an impact on organizational performance. Employee management is one of the strategies used by hotels to improve their performance. The health, success, and expansion of any business are heavily dependent on its employees' ability to get along with one another. Positive interactions among coworkers increase workplace productivity.

**Keywords:** Management of Employees, Organizational Systems, Organizational Structure, Physical Environment, Organizational Culture.

## 1. Introduction

Business organizations face numerous challenges, such as rapid technological advancement, intense competition, economic crises, global markets, and others, which have imposed great challenges on this type of organization [1, 2]. In order to address these challenges, business organizations must do a number of things, including finding harmony between their organizational structures and the needs of organizational learning. In both the short- and long-term, an organization's capacity for learning is one of the most important factors for its success. As organizational learning increases its ability to adapt to environmental changes through the acquisition of skills and experiences by its employees and the development of operational processes and technological applications, it also increases the organization's strategic flexibility [3, 4].

Because of its importance in the operation of organizations of all sorts and the nature of their aims, the topic of organizational structure piques the attention of both scholars and practitioners in the area of administrative sciences. And [5, 6] was the finest person to articulate the link between organizational structure and organization, defining the latter as "a system of solid social ties that are meticulously built with the objective of consistently attaining certain goals." The organization structure is the layout of these interactions, and the researcher likened it to a building with interior walls, pillars, and roofs that must be fit for the activities that will take place inside it. According to [7], the organizational structure represents people's intrinsic desire to establish hierarchical organizations, and organizations build themselves in response to their diverse demands; this process is marked by continuity and growth through time. The notion of organizational structure may be defined in a variety of ways. [8] Defines organizational structure as "the numerous methods by which an organization distributes work and accomplishes integration in order to achieve its goals." Organizational structure, according to [9], is "the formal pattern of interaction and coordination developed by the administration to connect the duties of people and groups in order to fulfill the organization's objectives." The lines of authority and accountability

\*Corresponding author e-mail: [o.jawabreh@ju.edu.jo](mailto:o.jawabreh@ju.edu.jo)

that link the different divisions of the organization.

Organizations use official methods to regulate worker behavior, such as codifying processes and instructions, building models, and paying special attention to official means when codifying and managing worker behavior [10, 11]. The presence of corporate cultural values that reinforce and validate what the instructions state and support the policies, on the other hand, is critical. Employee conduct deviates from interests as the corporate culture with good values supports the directions [12].

## 2. literature review

The organization is conflicting with the prevalent cultural values, and the employee is willing to adhere to work not out of fear of instructions but in line with the most influential prevailing values [13, 14].

Cultures differ according on the level of adherence and commitment of their employees. The more essential work principles are shared and accepted by everybody, the greater the strength of culture, which is advantageous for stable and powerful companies, promoting stronger loyalty and a feeling of belonging. This is in contrast to the new organizations, which are not yet sufficiently established and are still finding their way, which renders them unable to offer competitive advantages to their employees, prompting them to seek employment opportunities abroad and reflecting a lack of organization and a weak organizational culture [15, 16]. The present economic scenario requires that we get the most out of each employee. Companies must guarantee that every person does their utmost to contribute to the company [1, 17, 18]. One of the key challenges that practically all firms face is the difficulty in dealing with employee performance feedback [19, 20].

Employee performance comments were once an important element of employee management, but let's face it: both managers and workers are afraid of assessments. The time necessary to write, arrange, and evaluate it before presenting it is enough to significantly diminish anyone's productivity. This approach to employee performance management is less successful than it should be [21, 22].

Although the writers' viewpoints on what an organizational structure is and its features vary, they all agree that its aim is to help the company achieve its goals. According to the author Hall, the organizational structure leads to the organization's three basic functions, which are the creation of outputs and products, as well as the achievement of its objectives [23]. Individual disparities are minimized thanks to the organizational framework.

The organizational structure is defined as "a tool for identifying official communication routes, hierarchical levels of management, and the extent of oversight." [24, 25] describe organizational structure as "a description of the allocation of tasks, authorities, and work methods among the organization's members." The methods used by an organization to divide individuals into distinct tasks, group them into major departments, and coordinate among them, as well as the distribution of tasks and responsibilities between departments, the definition of formal relations, and the number of organizational levels, are defined as organizational structure. [26, 27] The organizational structure is a "management framework developed to govern the organization's numerous operations."

Administrative organization refers to the division of work and responsibilities in the administrative apparatus and their allocation into departments, divisions, and main and sub-administrative units whose numbers and sizes vary by organization, as well as the distribution of these tasks and responsibilities to members of the work team to perform them in accordance with the job performance controls approved in the organization's bylaws and to define Administrative organization also refers to the separation of duties and responsibilities within the administrative apparatus and their allocation into departments. The workplace affects workers' desire to learn new skills and increases their motivation for production, and many companies work to increase employee productivity to increase production; however, many production problems are caused by the work environment because it has a significant impact on worker performance. Similarly, an employee's ability to flourish in productive initiatives is determined by the sort of work environment [28, 29].

The environment and factors provided by the organization influence the behavior and performance of workers, i.e., the influences directed toward these workers, which may be reflected in the style of leadership and supervision, the quality and content of the work, the material and moral incentive systems used, the extent to which workers have opportunities for advancement, and the social work environment that the organization provides. In the friendship and connection of leaders, subordinates, and colleagues [30].

A fundamental environmental problem developed as the need to balance environmental support for individual and team effort. The demand for seclusion in order to execute attention-required work activities is an aspect of psychological support for individual occupations. This aspect was shown to be in contradiction with the psychosocial teamwork assistance. Open settings that fostered face-to-face connection and physical closeness were thought to improve the team's identity [31, 32]. Future workplace design must strive to develop places that support both autonomous and collaborative

creative demands.

As a potential solution, adaptable and flexible office spaces that may be opened and closed dependent on the nature of the job were proposed [33, 34]. The internal work environment is comprised of the aforementioned components and others as a whole, and these factors impact each other and, in turn, affect the behavior and behavior of employees, and hence their level of performance [35, 36].

Culture in general has had a significant impact on the idea of organizational culture. Organization academics produced overlapping and complimentary definitions to highlight the notion of culture, which covers multiple human, ethical, and technical elements, despite their diverse opinions on organizational culture and its definition. If the culture of the organization is defined as what its members have learned over time through their attempts to deal with external environment problems that threaten the organization's survival and the survival of its affiliates [37, 38], then the culture of the organization includes both internal and external problems. This learning technique comprises behavioral, cognitive, and emotional components. The most distinguishing organizational cultures are those in which members acquire a degree of shared awareness and a united style of thinking, allowing them to manage the group's emotions, attitudes, and values, and, eventually, their conduct. When we talk about an organization's culture, we're talking about the common behavioral patterns and norms that serve as its overall foundation. Organizational cultures have diverse influences on performance, both good and poor. It is essential to differentiate between organizational culture and organizational climate, which define the physical or moral work environment, in order to comprehend this influence. The time frame might be short. This environment is usually volatile and changeable [39, 40].

Organizational culture is recognized as one of the most important factors influencing the development of administrative behaviors as well as the creation and execution of organizational strategies. One of the major roles of an organization, according to Edgar Schein (E. Schein), is the successful contribution of its culture to the settlement of group issues.

The first step is to help the group adapt to and survive in its external organizational environment. Second, combining and integrating the organization's internal activities in such a way that it can continue and stay in mission performance.

[41, 42] Individual organizational loyalty is also linked to organizational culture. The level of creativity, invention, and innovation enjoyed by the organization's personnel is also influenced by the organization's culture. The amount of coordination and efficacy in directing activities and tasks, as well as the availability of competing possibilities, form the predominant organizational culture. Furthermore, various research have shown that an organization's efficiency is connected to its cultural pattern [43, 44].

The existence of crises, or the capacity to forecast their impending appearance, is considered as a tool of pushing required reforms, as it is one of the strategies of avoiding or averting crises. For example, markets that are losing ground or big rivals entering the market. Because of the importance of the human element to the organization, today's organizations have begun to focus on the performance of individuals, and the concept of performance management focuses on performance from the moment the job specifications are set in the job card, whether from responsibilities and duties to the results that the employee should produce [45, 46]. The performance management system emphasized collaboration between the manager and subordinates in the process of planning, monitoring, and evaluating performance, so that the employee feels important as an effective member of the organization and works to achieve the goals set for him as he becomes an integral part of its growth.

The performance management method stressed frequent employee evaluations with the objective of decreasing mistakes to the greatest degree feasible, therefore changing the company into one that is efficient, effective, and capable of using all available human resources.

Profiles International enables you to customise your training program to the individual needs of each employee. Our employee performance solutions give insight into each employee's important traits, enabling you to analyze their fit for their role, boss, and team. This compatibility study highlights the employee's strengths as well as issues that may provide challenges (e.g., difficulty performing the task or potential conflict with the manager or a teammate).

The contact between subordinates and superiors grows as a consequence of performance management's ongoing review. This benefits the performance process, which is linked to the organization's outputs and aims for high levels of efficiency at all times. The performance management strives to maintain a high level of performance throughout the year, as well as to increase the ability of the employee to give through an effective, unbiased evaluation based on a number of standards developed in collaboration between the president and the heads, which leads to the performance that the management desires in order to achieve its objectives.

The key success criteria for the firm are shared values among its personnel, the most essential of which are collaboration, customer service, and a commitment for continual development. These characteristics are used to determine the most

critical job-related obligations and responsibilities. As a result, the person must bear this in mind when carrying out his professional tasks.

It is natural for the level of quality that we seek to achieve to be commensurate with the available resources, and there must be prior agreement on the level of quality required in light of previous production designs and the objectives and expectations that accompanied the design [47], taking into account the competitive process in the market, which represents an important point in Competition between the two parties over the expected level of quality. Naturally, the notion of quality is different for agencies and companies that create services, but it is vital to have a guide that outlines the needed quality standards.

### Study hypotheses.

HA 1: There is a considerable relationship between organizational systems and employee management.

HA 2; There is a considerable relationship between the physical environment and employee management.

HA 3; There is a considerable relationship between organizational culture and employee management.

HA 4; There is a considerable relationship between employee management and organizational performance.

HA 5. Employee management acts as a mediator between its impacting factors and organizational performance.

## 3. Methodology

The researchers used the social survey technique to gather, categorize, and assess data in order to develop conclusions that fit the study's objectives. The questionnaire was utilized to gather data that addressed the research questions, and references were also examined. Documents, statistics, and previous research on the topic of the study will be utilized to gather data and information on the influence of the internal work environment on performance [49].

Because the present study's results and details will be relevant to the Dubai hospitality industry as a whole and give a full picture of the sector, all hotel classes were included in the sample frame. In return for completing the questionnaire, workers were informed about the study's objectives and given a summary of the survey findings. When prospective respondents indicated that they had introduced new hospitality programs during the previous three years and agreed to participate in the research, they were sent a questionnaire. The questionnaire included questions on (a) organizational systems and structure, (b) physical environment, (c) organizational culture, (d) employee management, and (e) organizational performance. Information on the respondents' organizations and hospitality. The researcher distributed 500 questionnaires, collected 283 responses, but only 247 were full and usable. As a consequence of a pre-test with hotel sector workers who had difficulty differentiating and found it simpler to react to a 5-point scale, the rating system was adjusted from a 7-point scale to a 5-point scale. Furthermore, the pre-test revealed that hospitality employees usually struggled to shift to Likert-type scales. The measures' convergent and discriminant validity, as well as internal reliability, were subsequently determined using exploratory factor analysis and Cronbach's alpha tests. The questionnaire was originally written in Arabic and then translated into English for the first edition. The scale's convergent and discriminant validity, as well as internal consistency, were then assessed using exploratory component analysis and Cronbach's alpha tests.

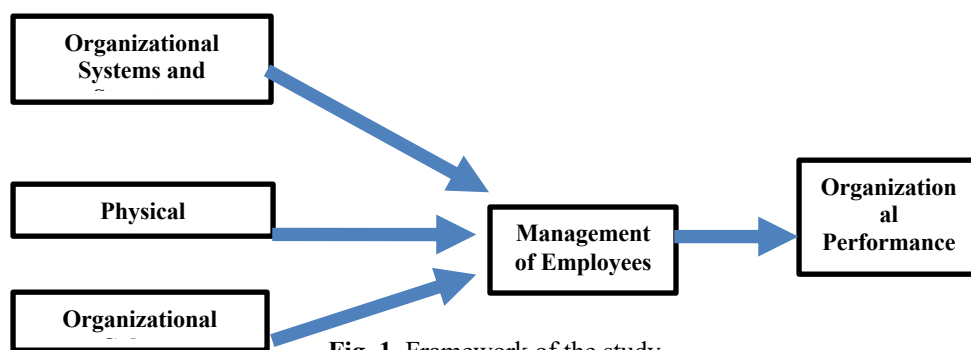


Fig. 1. Framework of the study

## 4. Results

The response rate for the study was 49.4%, with 56% of the participants being male and 44% being female. The age group of 18 to 28 year olds accounts for 48% of the total, followed by the age group of 28 to 38 year olds with 36% and the age group of 38 to above year olds with 16%. The sample included individuals with a range of educational attainment levels,

including 58% bachelor's degrees, 31% undergraduate degree, and 11% graduate degree. The majority of respondents, 58%, had job experience of 5 years or less, 44.5% had work experience of 5-10 years, 13% had work experience of 10-15 years, and 8.5% had work experience of more than 15 years. As can be seen in Table 1, 60% of the respondents had an Emirati nationality, while the remaining 40% had another nationality.

**Table 1. Distribution of hotel staff employees according to various demographic criteria.**

The response rate for the study was 49.4%, with 56% of the participants being male and 44% being female. The age group of 18 to 28 year olds accounts for 48% of the total, followed by the age group of 28 to 38 year olds with 36% and the age group of 38 to above year olds with 16%. The sample included individuals with a range of educational attainment levels, including 58% bachelor's degrees, 31% undergraduate degree, and 11% graduate degree. The majority of respondents, 58%, had job experience of 5 years or less, 44.5% had work experience of 5-10 years, 13% had work experience of 10-15 years, and 8.5% had work experience of more than 15 years. As can be seen in Table 1, 60% of the respondents had an Emirati nationality, while the remaining 40% had another nationality.

**Table 1. Distribution of hotel staff employees according to various demographic criteria.**

Demographic factors	Group	Rate	% percent
Respondents' ages	18 to 28	118	47.77328
	28 to 38	88	35.62753
	38 to above	41	16.59919
Respondents' Gender	F	139	56.2753
	M	108	43.7247
Respondent education	Bachelor's degree:	143	57.89474
	Undergraduate degree;	76	30.76923
	Graduate degree	28	11.33603
Respondents' Experiences	5 or less	143	57.89474
	Less than 5 year	83	33.60324
	5 to 10	110	44.53441
	10 to15	33	13.36032
	15 or above	21	8.502024
Respondents' nationality	Emirate	148	59.91903
	Foreigners	99	40.08097

To assess the reliability of the measurement items of all the variables, an internal consistency check was carried out. The value of Cronbach's alpha was computed again and generated a value of 0.805 for overall, 0.801 in Organization performance, 0.813 Management of Employees, 0.790 for Organizational systems and structure, 0.804 for Physical environment, and 0.806 Organizational culture. The study, therefore deduced that Management of Employees were reliable in assessing the effect of Management of Employees on organization performance.

**Table 2. Reliability Analysis**

Variable	ITEM	Mean	Alpha of Cronbach
Organization	15	4.00	0.801

Performance			
Management of Employees	11	4.01	0.813
Organizational systems and structure	6	3.90	0.790
Physical environment	8	4.30	0.804
Organizational culture	14	4.00	0.806

A high level of correlation was calculated between the variables, and there is a significant correlation between all of them, as shown by the symmetric matrix with the Pearson correlation coefficient given in table 3. This indicates that there was a significant relationship between organization performers and Management of Employees and the supfactors. This illustrates that there is a favorable correlation between Employee Management and business results.

**Table 3. Correlation between Management of Employees and Organization Performance:**

Variables	Organization Performance	Management of Employees	Organizational systems and structure	Physical environment
Management of Employees	.581**	1		
Organizational systems and structure	.459**	.513**	1	
Physical environment	.451**	.499**	.511**	1
Organizational culture	.389**	.381**	.539**	.529**

### Analyses of the Factors

The test assesses sampling adequacy for each variable in the model and for the full mode, the fraction of variance among variables that could be common variance. The lower the percentage, the more suitable the data are for factor analysis. The number of samples deemed sufficient for doing a factor analysis on a value. All components account for 50.01% of the variance in the organization's performance; statistical validity of the model

is also considered, as shown in Table 3.

**Table 5. Multiple Regression Analysis**

	B	Std. Error	Beta.	t	Sig.
Management of Employees to Organizational systems	0.47	0.047	0.466	9.947	0.000
Management of Employees to Physical environment	0.141	0.044	0.153	3.214	0.001
Management of Employees to Organizational culture	0.417	0.051	0.381	8.155	0.000

Performance	-19.505	7.288	-0.159	-2.676	0.008
To Management of Employees					

\*. The effect is significant at the 0.01 level

Multiple regression analysis was carried out with engagement as the moderator "criterion" variable. The independent variables were organizational systems and structure, physical environment, and organizational culture. Based on the coefficient values, it is discovered that organizational systems and structure ( $t=9.947, P=0.000$ ) and physical environment ( $t=3.214, P=0.001$ ) have an influence on employee management, but organizational culture has  $t=8.155, p=0.000$  influence. The fit index measurements indicated that the model is reliable for fitting the data.

## 5. Conclusions

Employee management is one of the tactics used by firms in the hospitality sector to enhance their performance. Management of Employees was developed to enhance employee growth and, in turn, improve the overall performance of the firm. This is because when employees are motivated and given the opportunity to participate in decision-making processes, they become more committed to their job. Organizational performance is positively connected with employee management, and organizational systems, structure, and physical environment affect employee management, as well as employee management influencing organization performance, according to the correlation study.

The organizational structure enforces securing individual dedication and obedience to the organization's needs, not vice versa. Finally, the conventional structure symbolizes the forbidden framework within the exercise of power (the organizational structure chooses and defines which functions inside the organization have power), and choices are made with this framework in mind. A structure is the region of operations and activities of an organization.

According to the author Peter Darker, the organizational structure may help the company achieve its objectives in three ways: specifying the tasks to be done, distributing the appropriate resources, and coordinating them. Each employee is required to understand the organization's established responsibilities for people in order to help in decision-making.

The organizational structure of any institution is intended to assist it in achieving its objectives efficiently and effectively by assisting in the implementation of plans and decision-making, defining individual roles, and achieving harmony between the various units and activities, thereby preventing overlap, duplication, bottlenecks, and so on. The organizational structure, on the other hand, has a significant impact on the behavior of individuals and groups in institutions; for example, the division of labor and specialization entails assigning specific tasks and responsibilities to each individual, and the individual's obligations and expectations as a result of this may give him a sense of job satisfaction. The organizational structure of a firm is a way of attaining its goals. The organizational process is the foundation for human resource quality and growth. There are several definitions of the organization that differ depending on the notions of people who stated it as well as the diversity of the organization and its purposes. In light of this, organization is recognized as one of the most significant parts of all institutions' and organizations' administrative activity, regardless of the type of their job or activity.

The work environment is one of the most important aspects and components for the success of business institutions, which are currently receiving increased global attention, because worker satisfaction reflects the work environment, which is reflected in their productivity and performance, and thus the organization's success. The work environment is consisting of various characteristics and standards implemented inside the business, such as management techniques and practices, salaries and pay, etc., and is split into an internal work environment and an external work environment [50].

Organizational culture can be defined as a system of meanings, symbols, beliefs, rituals, and practices that have developed and stabilized over time and have become a distinguishing characteristic of the organization in order to create a common understanding among its members about what the organization is and what its members are expected to do [51].

Organizational effectiveness is predicated on culture and its compatibility with strategy, environment, and technology. Bold marketing techniques are consistent with dynamic settings, which need cultures that encourage initiative and risk taking, acceptance of variety and pluralism, and a high degree of horizontal coordination and vertical integration. In contrast, among the many administrative divisions, methods that seek to boost output place a priority on effectiveness and are hence ideal for stable situations.

These tactics' effectiveness may be attributed to an organizational culture that values rigid control, risk minimization, and intolerance of deviations. The degree of compatibility between the internal environment and cultural values is also a feature of successful organizations: simple and routine technology commensurate with stable environments, and works in a culture that follows a pattern central to decision-making and allows only a limited amount of individual initiative. The intricate and sophisticated technology, on the other hand, requires a significant deal of adaptability and flourishes in cultures that encourage initiative and self-discipline.

Leaders and hotels in Dubai do not need to entirely change performance management in order to have a beneficial influence on their employees. Managers are expected to lead and stimulate employee performance via constant dialogues with their teams by concentrating on interacting with people rather than talking about them. Leaders have an immediate chance to enhance managers' ability and abilities in carrying out their tasks and conducting talks. As a leader, you must start making this change right now, not later.

## References:

- [1] Jawabreh, O., et al., *The Strategic Deployment of Information Systems Attributes and Financial Performance in The Hospitality Industry*. Information Sciences Letters, 2022. **11**(5).
- [2] Alqaraleh, M.H., et al., *The Mediating Role of Organizational Culture On the Relationship Between Information Technology and Internal Audit Effectiveness*. Corporate Governance and Organizational Behavior Review, 2022. **6**(1).
- [3] Ashton, A.S., *How human resources management best practice influence employee satisfaction and job retention in the Thai hotel industry*. Journal of Human Resources in Hospitality & Tourism, 2018. **17**(2): p. 175-199.
- [4] Alkhodary, D., et al., *Visitor Management System Design and Implementation during the Covid-19 Pandemic*. Information Sciences Letters, 2022. **11**(04).
- [5] Bolino, M.C., et al., *Citizenship under pressure: What's a "good soldier" to do?* Journal of Organizational behavior, 2010. **31**(6): p. 835-855.
- [6] George, C., O.S. Omuudu, and K. Francis, *Employee engagement: a mediator between organizational inducements and industry loyalty among workers in the hospitality industry in Uganda*. Journal of Human Resources in Hospitality & Tourism, 2020. **19**(2): p. 220-251.
- [7] Tesone, D.V. and P. Ricci, *Job competency expectations for hospitality and tourism employees: Perceptions of educational preparation*. Journal of Human Resources in Hospitality & Tourism, 2005. **4**(2): p. 53-64.
- [8] Liu, N.-C. and Y.-T. Lin, *High-performance work systems, management team flexibility, employee flexibility and service-oriented organizational citizenship behaviors*. The International Journal of Human Resource Management, 2021. **32**(18): p. 3912-3949.
- [9] Felfe, J. and B. Schyns, *Is similarity in leadership related to organizational outcomes? The case of transformational leadership*. Journal of Leadership & Organizational Studies, 2004. **10**(4): p. 92-102.
- [10] Jawabreh, O., H. Abdelrazaq, and A. Jahmani, *Business Sustainability Practice and Operational Management in hotel Industry in Aqaba Special Authority Economic Zone Authority (ASEZA)*. Geo Journal of Tourism and Geosites, 2021. **38**(4): p. 1089-1097.
- [11] Jawabreh, O., *Innovation management in hotels industry in aqaba special economic zone authority; hotel classification and administration as a moderator*. Geo Journal of Tourism and Geosites, 2020. **32**(4): p. 1362-1369.
- [12] Moorman, R.H., *Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship?* Journal of applied psychology, 1991. **76**(6): p. 845.
- [13] Ravichandran, S., S.A. Gilmore, and C. Strohbehn, *Organizational citizenship behavior research in hospitality: Current status and future research directions*. Journal of Human Resources in Hospitality & Tourism, 2007. **6**(2): p. 59-78.
- [14] Shibly, M., et al., *The Relationship between Administrative Empowerment and Continuous Improvement: An Empirical Study*. Revista Geintec-Gestao Inovacao E Tecnologias, 2021. **11**(2): p. 1681-1699.
- [15] Jahmani, A., I. Bourini, and O.A. Jawabreh, *The relationship between service quality, client satisfaction, perceived value and client loyalty: A case study of fly emirates*. Cuadernos de Turismo, 2020(45): p. 219-238.
- [16] Jawabreh, O., R. Mahmoud, and S.A. Hamasha, *Factors influencing the employees service performances in hospitality industry case study AQBA five stars hotel*. Geo Journal of Tourism and Geosites, 2020. **29**(2): p. 649-661.
- [17] Jawabreh, O., et al., *Evaluation of The Contents of the Five Stars Hotel Website and Customer Orientation*. Information Sciences Letters, 2022. **11**(4): p. 1077-1085.
- [18] Alrabei, A. M., Al-Othman, L. N., Al-Dalabih, F. A., Taber, T. A., & Ali, B. J. (2022). The Impact of Mobile



Payment on the Financial Inclusion Rates..

- [19] Alawamleh, H. A., ALShibly, M. H. A. A., Tommalieh, A. F. A., Al-Qaryouti, M. Q. H., & Ali, B. J. (2021). The challenges, barriers and advantages of management information system development: Comprehensive review. *Academy of Strategic Management Journal*, 20(5), 1-8.
- [20] Nawaiseh, K. H. A., Abd-Alkareem, M. H., Alawamleh, H. A., Abbas, K. M., & Orabi, T. G. A. (2021). Dimensions of corporate governance and organizational learning: An empirical study. *Journal of Management Information and Decision Sciences*, 24(5), 1-11.
- [21] Ferrell, O.C. and S.J. Skinner, *Ethical behavior and bureaucratic structure in marketing research organizations*. *Journal of marketing research*, 1988. **25**(1): p. 103-109.
- [22] Hu, L.t. and P.M. Bentler, *Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives*. *Structural equation modeling: a multidisciplinary journal*, 1999. **6**(1): p. 1-55.
- [23] Jawabreh, O., H. Abdelrazaq, and A. Jahmani, *Business Sustainability Practice And Operational Management Inhotel Industry In Aqaba Special Authority Economic Zone Authority (ASEZA)*. *Geo Journal of Tourism and Geosites*, 2021. **38**(4): p. 1089-1097.
- [24] Ng, E.S. and G.J. Sears, *CEO leadership styles and the implementation of organizational diversity practices: Moderating effects of social values and age*. *Journal of business ethics*, 2012. **105**(1): p. 41-52.
- [25] Paarlberg, L.E. and B. Lavigna, *Transformational leadership and public service motivation: Driving individual and organizational performance*. *Public administration review*, 2010. **70**(5): p. 710-718.
- [26] Sparks, J.R. and J.A. Schenk, *Explaining the effects of transformational leadership: an investigation of the effects of higher-order motives in multilevel marketing organizations*. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 2001. **22**(8): p. 849-869.
- [27] Uhr, J., *How do we know if it's working?* *Australian Journal of Public Administration*, 2005. **64**(2): p. 69-76.
- [28] Abdel-Maksoud, A., H. Kamel, and S. Elbanna, *Investigating relationships between stakeholders' pressure, eco-control systems and hotel performance*. *International Journal of Hospitality Management*, 2016. **59**: p. 95-104.
- [29] Carter, R., D. Whiley, and C. Knight, *Improving environmental performance in the tourism accommodation sector*. *Journal of Ecotourism*, 2004. **3**(1): p. 46-68.
- [30] Alananzeh, O. A., Jawabreh, O., Al Mahmoud, A., & Hamada, R. (2018). The impact of customer relationship management on tourist satisfaction: The case of Radisson Blue Resort in Aqaba city. *Journal of Environmental Management & Tourism*, 9(2 (26)), 227-240..
- [31] Ton, A.D. and L. Hammerl, *Knowledge management in the environment of cross-functional team cooperation: A systematic literature review*. *Knowledge and Performance Management*, 2021. **5**(1): p. 14.
- [32] Ton, H.N.N., P.V. Nguyen, and H.Q. Tran, *Employee engagement and best practices of internal public relations to harvest job performance in organizations*. *Problems and Perspectives in Management*, 2021. **19**(3): p. 408.
- [33] Myung, E., Y.-S. Kim, and S. Barrett, *Environmental management and performance of hospitality firms: review and research agenda*. *Journal of Quality Assurance in Hospitality & Tourism*, 2020. **21**(6): p. 667-689.
- [34] Jang, Y.J., *Environmental sustainability management in the foodservice industry: Understanding the antecedents and consequences*. *Journal of Foodservice Business Research*, 2016. **19**(5): p. 441-453.
- [35] Lee, S.Y. and J. Brand, *Can personal control over the physical environment ease distractions in office workplaces?* *Ergonomics*, 2010. **53**(3): p. 324-335.
- [36] Mensah, I. and E.J. Blankson, *Determinants of hotels' environmental performance: Evidence from the hotel industry in Accra, Ghana*. *Journal of sustainable tourism*, 2013. **21**(8): p. 1212-1231.
- [37] Kilic, C. and T. Dursun, *The effect of organizational culture on customer orientation*. *The Journal of American Academy of Business*, 2010. **15**(2): p. 1-7.
- [38] Kloot, L. and J. Martin, *Public sector change, organisational culture and financial information: A study of local government*. *Australian Journal of Public Administration*, 2007. **66**(4): p. 485-497.

- [39] Marcoulides, G.A. and R.H. Heck, *Organizational culture and performance: Proposing and testing a model*. Organization science, 1993. **4**(2): p. 209-225.
- [40] Owolabi, F., S. Ajibolade, and U. Uwuigbe, *The design and use of performance measurement innovations and organizational outcomes in Nigerian listed companies*. Problems and Perspectives in Management, 2021. **19**(2): p. 91-103.
- [41] Blomme, R.J., J. Sok, and D.M. Tromp, *The influence of organizational culture on negative work-home interference among highly educated employees in the hospitality industry*. Journal of Quality Assurance in Hospitality & Tourism, 2013. **14**(1): p. 1-23.
- [42] Scarbrough, H. and J. Elias, *Evaluating human capital*. 2002: CIPD Publishing.
- [43] Kokt, D. and R. Ramarumo, *Impact of organisational culture on job stress and burnout in graded accommodation establishments in the Free State province, South Africa*. International Journal of Contemporary Hospitality Management, 2015. **27**(6): p. 1198-1213.
- [44] Jawabreh, O., et al., *The Strategic Deployment of Information Systems Attributes and Financial Performance in The Hospitality Industry*. Information Sciences Letters, 2022.
- [45] Hattab, S. and Y. Kornelius, *EFFECT OF SERVANT LEADERSHIP ON THE PERFORMANCE OF A REGIONAL GENERAL HOSPITAL*. 2021.
- [46] awabreh, O., et al., *Evaluation of The Contents of the Five Stars Hotel Website and Customer Orientation*. Information Sciences Letters, 2022.
- [47] Al Fahmawee, E.A.D. and O.A. Jawabreh, *A Study Architectural and Intangible Environment Affecting Occupancy Rate of Five Stars Business Hotel in Amman*. Journal of Environmental Management & Tourism, 2022. **13**(2): p. 530-545.
- [48] Jawabreh, O., et al., *Distention Product in Petra Heritage Site and Its Impact On Tourist Perceptions; The Mediating Effect Revisiting Petra*. Shedet, Special Issue (The Muesuem and Site Management, 2023).
- [49] Bagozzi, R.P. and Y. Yi, *On the evaluation of structural equation models*. Journal of the academy of marketing science, 1988. **16**(1): p. 74-94.
- [50] Myung, E., A. McClaren, and L. Li, *Environmentally related research in scholarly hospitality journals: Current status and future opportunities*. International Journal of Hospitality Management, 2012. **31**(4): p. 1264-1275.
- [51] Tepeci, M. and A.B. Bartlett, *The hospitality industry culture profile: a measure of individual values, organizational culture, and person-organization fit as predictors of job satisfaction and behavioral intentions*. International journal of hospitality management, 2002. **21**(2): p. 151-170.