A' Sharqiyah University
Collage of Business Administration
Master of Business Administration

Master Dissertation

The effects of Empowering Leadership on Service quality, Job performance, and Employee Satisfactions in Oman airports: the mediating role for creativity climate.

Submitted to the Faculty of Business Administration in fulfilment of the requirement for the degree of Master of Business Administration

Prepared by:
YUSUF SAIF ALQANOOBI

SULTANAT OF OMAN
1442 AH / 2021 AD

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This dissertation was defended on   \   \ 2021 and Approved.

Supervisor   **Signature**

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Declaration

I acknowledge that the source of the scientific content of this dissertation has been determined and that it is not provided for any other degree, and that it reflects the opinions of the researcher which are not necessarily adopted by the donor.

Researcher:
Name: YUSUF SAIF ALQANOOBI

Signature: ....

Acknowledgement

Researcher:
Name: YUSUF SAIF ALQANOOBI

Signature: ....

Dedication

To my lovely parents

Who have been my sources of inspiration for hard-working and who continually provide their moral, emotional, and spiritual support?

To my beloved wife

Whose affection, love, encouragement, and prayers made me able to get such success and honors

To A' Sharqiyah university

My second magnificent home which motivated me to complete my dissertation successfully

Abstract

The effects of Empowering Leadership on Service quality, Job performance, and Employee Satisfactions in Oman airports: the mediating role for creativity climate.

The aim of this research study is to know the relationship between Empowering Leadership and employee performance and satisfaction and service quality through the mediating role of the creative climate. The background of this study for the research is the airports in the Sultanate of Oman. The study relied on a questionnaire methodology that depends on the basic variables in this study. Moreover, the data was collected Out of 241 employees at Oman Airports Company.

However, the results show that Empowering Leadership has a positive and correlative effect in one way or another on employee performance, employee satisfaction and service quality through the mediating factor which is the creative climate.

This study also recommended that Oman airports should pay attention to the remote climate in order to encourage Empowering Leadership, and the reliability of Empowering Leadership was approximately 0.915

Key words: empowering leadership, job performance, quality services, employee satisfaction creative climate in Oman airports.

ملخص الدراسة

أثر التمكين القيادي على جودة الخدمة والأداء الوظيفي ورضا الموظفين في المطارات العمانية: الدور الوسيط للمناخ الإبداعي.

الهدف من هذه الدراسة البحثية هو معرفة العلاقة بين تمكين القيادة وأداء الموظف ورضا وجودة الخدمة من خلال الدور الوسيط للمناخ الإبداعي. خلفية هذه الدراسة للبحث هي المطارات في سلطنة عمان. اعتمدت الدراسة على منهج الاستبيان الذي يعتمد على المتغيرات الأساسية في هذه الدراسة. علاوة على ذلك، تم جمع البيانات من أصل 241 موظفًا في شركة مطارات عمان.

ومع ذلك، تظهر النتائج أن التمكين القيادي له تأثير إيجابي ومترابط بطريقة أو بأخرى على أداء الموظف ورضا الموظفين وجودة الخدمة من خلال عامل التوسط وهو المناخ الإبداعي.

أوصت هذه الدراسة أيضًا بأن تهتم مطارات عمان بالمناخ البعيد من أجل تشجيع تمكين القيادة، وكانت موثوقية تمكين القيادة حوالي 0.915.

الكلمات المفتاحية: تمكين القيادة، الأداء الوظيفي، جودة الخدمات، مناخ إبداعي رضا الموظفين في مطارات عمان

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List of Abbreviations

EL	Empowering Leadership
Cc	Creative Climate
Jperf	Job Performance
QS	Quality Services
Esa	Employee Satisfaction
DV	Dependent Variable
IDV	Independent Variable

Sig.	**Significant**
Min.	**Minimum**
Max.	**Maximum**
N	**Number of Samples**
R	**Correlation Coefficient**
NoI	**Number of Items**

CHAPTER 1:

INTRODUCTION

CHAPTER 1: INTRODUCTION

1.1 Research Background

Today, and increasingly, all organizations and institutions face an increasingly external competitive environment, and creativity is defined as the generation of all useful and good ideas through which it is increasingly assured that it is a way to stay ahead of the competition and act as a guarantee of organizational success (Kim et al., 2018) Consequently, most organization scholars seek to do so by understanding the types of creativity, and it is perhaps one of the most important pioneers in innovation, which is leadership behavior(Kim & Beehr, 2020)

In the final stage, the understanding of empowering leadership has attracted an increased interest in understanding creativity style,(Dong et al., 2015) which indicates that empowering leadership has led to an understanding of behaviors bound by the leadership to work in employee participation and work to provide them with additional responsibility and control over employees(Hassan et al., 2013). Some researchers have also tried to uncover some of the mechanisms through which leadership is empowered and work to enhance the creativity of employees through the work of two different studies, through which the results of the positive effects that work to empower leadership on creativity are presented and is done through personal factors such as psychological empowerment of the employee and competence. His creative self (Raub & Robert, 2010)A model of creative interaction has been proposed, which indicates that creativity is a complex product of interactions between personality traits and changes. Creativity is also known by some scholars as behavior resulting from some personal constellations. However, researchers did not discover both the specific context and the mechanisms related to the actors simultaneously in the relationship. Between creativity and leadership

(Zhang et al., 2018) At the beginning of the eleventh century, the most organized scene was working on transformation and advancement in technology and in the global market, and these factors require that establishments become smaller and at the same time implement the most cost-effective practices and reduce them, and work to win customers as large as possible, and the institutions will become more efficient. The key element in this transformation is employee empowerment (Hill & Bartol, 2016)and employees enjoy high power and responsibility when they are properly empowered.

There is no place through which employees are empowered except in the sales environment, where there are sales representatives who allow them to work in the external environments of the organization in interaction and adaptation with customers. Some believe that the potential of employees is unleashed and reinforced their motivations and allow them to do so more adaptive and accepting of their environments and work to reduce obstacles That slow the response.

Perhaps the biggest challenge in this is empowering staff in an external management role (Slåtten et al., 2011)

The main objective of this study was to examine how Empowering Leadership affects employee performance and customer satisfaction in the sales environment. Perhaps two of the most important characteristics of sales representatives are the employee's self-efficacy and the ability to adapt, as all previous studies show that high levels of self-efficacy are linked entirely. With increasing customer satisfaction and sales performance.(Albrecht & Andreetta, 2011; Slåtten et al., 2011)

Accordingly, this research focuses on the effect of Empowering Leadership on customer satisfaction and employee performance, as it measures this effect on leadership behavior. Moreover, we suggest that there is an interactive relationship in which different leader behaviors will be effective for different people.(Sharma & Kirkman, 2015)

We will first carve out a comprehensive theoretical model that includes the variables and hypotheses that are studied in this research, and then we select these hypotheses by using the survey data from the sample of sales representatives at Amman airports in the field of customer service,(Amundsen & Martinsen, 2015) and side by side external customers are evaluated for satisfaction and are archived Performance standards, and then we conclude with discussion of research trends and work to apply it in the future(Kantabutra, 2008)

1.2   Research Problem

The strength of Empowering Leadership is the important and decisive factor for achieving a competitive advantage and the success of the organization (van Dijke et al., 20) Moreover, Empowering Leadership ensures the effective and vital role of customer satisfaction and service quality as it works to attract customers and create a sustainable competitive advantage (Slåtten et al., 2011).

Most of the airport companies in the world seek to create strong Empowering Leadership through the satisfaction of their employees and high quality of service to win customers for them (Zhang et al., 2018)

In Oman, Empowering Leadership can affect employee satisfaction with airport companies

Which in turn will give the Sultanate competitive advantages in providing the best quality service locally and internationally.

To the best of the research knowledge, this research will be the first study to test the relationship between Empowering Leadership, employee performance and satisfaction and service quality through the creative climate in Oman Airports Company.

To investigate the relationship between Empowering Leadership and employee satisfaction and service quality at Amman airports, the study questions and objectives were formulated to examine the relationship between Empowering Leadership and employee performance and satisfaction through the creative climate.

It is also recommended to use different tools to measure Empowering Leadership (Slåtten et al., 2011). The Empowering Leadership model is one of the realistic methods for assessing Empowering Leadership proposed to be used to examine the feature of Empowering Leadership in institutions (Slåtten et al., 2011). I also recommend ((van Dijke et al., 20) to use the 5-Dimensional Empowering Leadership Tool, tangible, reliability, empathy, assertiveness and responsiveness to measure the dimensions of Empowering Leadership.

In order to study the dimensions of Empowering Leadership in airport companies in Oman, this study adopted the Empowering Leadership model from (Kim & Beehr, 2020) to examine all relationships with employee satisfaction, performance and service quality.

1.3   Research Objectives

This research aims to know the impact of empowering leadership for employees at Muscat Airports and its effect on achieving the goals and achievements of the company and the level of employee performance raising.

Research has the following objectives:

- Examine the impact of empowering leadership, through the creative climate on Job performance.
- Examine the impact of empowering leadership, through the creative climate on Employee satisfaction.
- Examine the impact of empowering leadership through the creative climate on Service Quality.

1.4   Research Questions:

- The research has the following questions:
- 1. What is the impact of empowering leadership, through the creative climate on Job' performance?
- 2. What is the impact of empowering leadership through, the creative climate on employee satisfaction?
- 3. What is the impact of empowering leadership, through the creative climate on services quality?

1.5   Research Significance

This research is important because it adds more literature as it works to support organizations in determining the effect of Empowering Leadership on employee performance and customer satisfaction, and most importantly in research, it works for all organizations to measure the knowledge of leadership insurance for employee performance and to work out solutions that measure them for this effect,(Zhang et al., 2018) as the organization can create solutions and training courses. To overcome the problem of Empowering Leadership, as organizations need employees as masters who have the advantage of Empowering Leadership to achieve their goals and to overcome all their problems and in this research, we will clarify what was mentioned above.(Chen et al., 2011).

1.6   Thesis structure

CHAPTER 1 INTRODOCTION

- This chapter is considered the main gate, as it provides a preliminary explanation of the main topic and statement of the problem related to the study, as it includes the objectives of the research, the importance of the research and the structure of the research as well. In this chapter, a detailed explanation is given of the background of the institution to which the study will be applied, and some acquaintances related to the study.

CHAPTER 2 LITERATURE REVIEW

- In this second chapter, attention and highlights were given to a review of some theoretical literature to be discussed in this study, and knowledge of the relationship between variables according to the results of the prior research, in addition to that, hypotheses were discussed and formulated based on the study model.

CHAPTER3 METHODOLOGY

- In this chapter, the approved methodology is discussed in detail and the research strategy, data collection methods, in-kind, and questionnaire design are also discussed. The credibility, validity of the questionnaire and the results will also be discussed.

CHAPTER 4 Finding and diccsion

- In this research, all the results collected through the questionnaire were analyzed and distributed according to demographic variables and results. All results were discussed, hypotheses were selected, correlation and regression.

CHAPTER 5 Conclusion and Recommendation

- With this chapter, the master's thesis will end, which focuses on the most important results that were obtained from the study and were discussed with the previous results and the new results that came out of the study. In this chapter, the most important recommendations were placed and sheds light on the limitations, challenges and proposals for future researchers.

CHAPTER 2:

LITERATURE REVIEW

CHAPTER 2: literature Review

2.1 Introduction

In this chapter, we will explain the literature related to this study, and we will make a simplified summary of each variable of the study for a detailed explanation based on previous studies. We will also summarize some of the studies related to the topic of the impact of Empowering Leadership on performance, employee satisfaction and service quality through the creative climate: It is an explanation based on summarizing a concept on a variable separately.

2.2 Empowering Leadership

Previous studies confirm that Empowering Leadership has its distinct form compared to other leaders, the approach, with its coercion, direction, and other leadership transactions and other transactions, transformational leadership work, organic leader exchange, and the establishment of a corporate structure.(Dong et al., 2015) .

In addition to that, the scholars emphasized and identified the different behaviors that the empowering leader performs, which is that he must train on all teams and the bilateral level(Albrecht & Andreetta, 2011)

This was a visualization of the article in English Based on Amundsen and Martinsen Who worked aspects to define as a process that affects subordinates through the authority to work on participation and support motivation and work to support development with empowering leadership?(Kundu et al., 2019) Determined to work enhancing their experiences of self-reliance in the institution, the work

Stimulus, the ability and competence to work individually within Limitations of the overall organizational goals of the enterprise As a starting point for their visualization, (Slåtten et al., 2011)emphasized the facilitation work and support for the self-government of the institution, which has a single basis In Research on Job Advantages (Zhang et al., 2018)Based on their definition, identified and determined that there are eight behaviors. That underlie Empowering Leadership. These behaviors coordinate information and act on me Encouraging initiative, encouraging focus on goal, and working to support the event

Support, inspiration and guidance.(Zhang et al., 2018) As a business greeting. Modeling, Emphasis on the central premise in learning English is Empowering Leadership. It is assumed that the leaders

are the ones who are self-driving without interference. They serve as observable models for all of their subordinates (Amundsen & Martinsen, 2015)**.** Empowerment of leadership is considered a leadership style in which the employee or leader realizes that it gives complete freedom and the ability to make independent decisions. Empowerment is closely related to the concept of job autonomy which identified as only one nucleus out of four job-related characteristics.

Moreover, the definition also confirms that Empowering Leadership lies in knowing the employee's destiny through the state of independence in decision-making and working to implement procedures without supervision or direct intervention from employees, which is considered a complete ability and strength in decision-making without hesitation(Saravana Kumar & Krishnaraj, 2018).

Empowerment makes the employee the ability to instill in himself complete confidence in making the right decision without referring to or consulting any of the employees in the institutions. He makes an effort and needs time and experiences until the employee reaches the ability and strength in Empowering Leadership. And all the institutions in the world strive to win their employees and make a high effort to qualify them to be leaders who have high Empowering Leadership with whom they have experience in decision-making. There is always a close relationship between Empowering Leadership, service quality, and employee creativity, as they are closely related (Slåtten et al., 2011). We note that this idea is supported in most of the literature on creativity, which has the concept of independence and participation in decision-making There are important factors that seek to achieve creative results among their employees in most institutions Moreover, delegating is always linked through the ability to empower with overstaffing According to "True Empowering Leadership(Raub & Robert, 2010)

It means that employees can work by the rule that they bend and break the rules." In addition, it is reasonable to assume that empowering leadership is positively and strongly associated with the participation of most of the service employee in some of the creative processes always involved in the production of new ideas.(Albrecht & Andreetta, 2011)

In addition to that, Empowering Leadership is considered an indicator that indicates the employee's strength and ability and his ability to make decisions and break rules, and his style is acquired by the employee with work experiences and qualification for training courses.(Albrecht & Andreetta, 2011)

2.3 Creativity Climate.

The creative climate is one of the foundations for Empowering Leadership, and it is considered the mediating and important factor for the employee's upbringing and empowering him as a leader. That is, he acts as a mediator in that, as the institutions make every effort to develop the employee and establish him as a leader, as the institution must first prepare the employee's creative climate and prepare for him all the circumstances that (Li et al., 2017).

In addition to the direct moderating effects of the organizational support climate of the institution are at the intersecting level. Relationships between the team's enabling leadership of the organization and employee behavior, the expectation was that at least part of the impacts on Psychological empowerment, suggesting a second-stage mediation effect(Li et al., 2017)(Amundsen & Martinsen, 2015) Specifically, we expect it to be empowering leadership. Leaders tend to foster psychological empowerment and provide a creative climate for team members in all situations an. However, to what extent can leadership empowered employees articulate their motivation (e.g., Promote self-determination, and self-efficacy) because behavior often depends on the employee's social contexts (Slåtten et al., 2011).

The creativity of the service employees and their innovative behavior are closely related between them. The higher the employee's creativity, the higher the quality of the service. The employee's creativity is a very important foundation factor. The employee's creativity is desirable to achieve the goals and achievements of the institutions. In addition, creativity appears as a very important factor linked to innovation. The basis of ideas is creativity. Scientists suggest that every innovation begins with creativity, since all concepts of innovation and creativity are closely and clearly linked.(Slåtten et al., 2011)

Because of this close relationship, the terms "creativity" and "innovation" are used interchangeably and sometimes randomly in the literature. However, while Innovative behavior is the application or implementation of new ideas in the organization of work role, creative engagement is considered to be more fundamental in nature because it always focuses on input to Creative and innovative behavior. Thus, the concepts of creativity and innovation are clearly linked. Because of this close relationship, the terms "Creativity" and "innovation" are sometimes used interchangeably and sometimes randomly in literature. However, while Innovative behavior is the application or implementation of new ideas at work role, creative engagement is more

fundamental in nature because it focuses on the input to innovative behavior. Creativity refers to the creativity and innovative behavior of service personnel.(Slåtten et al., 2011)

Moreover, creative engagement is one of the cognitive processes with inherent creativity in it that manifests as part of interaction and regularity when the employees of the organization organize in the work of a team on the front lines to solve a particular customer problem in the work environment This logic is always in line with Creativity is mostly created through interaction." It is always interesting, that a lot of previous studies on creativity have Use an interactive approach to understand creativity.(Li et al., 2017).

Creativity is a process of interaction with customers limited in creative performance in behavior

Moreover, most employees who participate minimally in their creativity the production of ideas somewhat routine and far from the true novel. Climate is also described as an experience of surface members and their perceptions of the environment(Slåtten et al., 2011)

The Institution Thus, it is considered to build the climate on the employees in the organization who communicate how to do it by When they report minimum 'climate conditions', they do so subjectively and objectively while doing their interpretation of all aspects of most organizations regarding their welfare.

The creative climate is considered a very important indicator to prepare the employees to carry out all their achievements and achieve all their goals. For example, the humorous work atmosphere always focuses on two aspects. The first aspect relates to whether one uses humor when making contact with him organizational members. The second aspect always relates to the person if the workplace is with him It is characterized by humor. It is assumed that the two sides always reflect the image of the person in general Visualize their environment in relation to the work's humorous climate.(Slåtten et al., 2011)

The creative climate is considered a very important factor for the success and evaluation of the institution and the realization of its achievements, goals and capabilities. The successful employee always needs a creative climate that helps him create conditions for him and helps him provide the factors for him to do creativity and innovation and to trust himself and help the management of the institution achieve its goals and plans.

2.4 Job performances

The employee's job performance is the basic factor that is important to the success of the establishment, as the job performance works to achieve the goals of the institution and the strategies. When the employee performs effectively,(Humborstad et al., 2014) he helps this factor to achieve and accomplish the goals of the institution. Whereas, Empowering Leadership has a very strong relationship with the employee's performance,(Kundu et al., 2019) as Empowering Leadership works to motivate the employee and prepare him to successfully perform his work standards. In recent decades, Empowering Leadership has gained an increased interest in management for an organization at Discipline (Amundsen & Martinsen, 2014)Derived from the belief that successful employees are awarded. More opportunities and qualification for self-direction will show superior and successful results Leadership emphasizes leaders' sharing of authority with subordinates has a role in improving employee performance (Humborstad et al., 2014).And their abilities to increase managers' sense of meaning and competence, he stressed Self-determination and influence (Kundu et al., 2019)In enabling leadership is A process by which a greater motivational state is promoted among managers through Leader behaviors such as delegating authority and responsibility to the employee, ending formal operations Organizational practice, removing conditions that reinforce Impotence(Kundu et al., 2019)Hence, empowering leadership at the present time is The study is a personal relationship between leaders and managers Empowerment interventions are cascaded from the hierarchy to the top (Kundu et al., 2019)Leaders play a central role in this process (Kundu et al., 2019)Functionality is a multifaceted construct.

While completing the task, or performing the role of the task, represents competency with Employees who perform officially recognized work as part of their jobs (Humborstad et al., 2014)concerned with the fulfillment of duties of the enterprise and Tasks defined in the job description of the organization's strategy (Humborstad et al., 2014)On the other side, Employee Behavior (OCB) entails individual behavior that transcends a range of the role of the official employee in work and performance, which works to enhance the effective and tangible performance of Organization (Kundu et al., 2019)This is also referred to as playing the extra role of the founder. In this Study, the two employee job performance structures are included to capture Empowering Leadership Leadership is associated with employee participation in both types of roles and tasks throughout the organization.

2.5 Services Quality

Service quality has a strong relationship with job empowerment, and several scholars have indicated that job empowerment plays an important role in the quality of service, as it is closely related to that, as whenever the Empowering Leadership of the employee is high and efficient, this is evidence of high service quality for the enterprise. (Saravana Kumar & Krishnaraj, 2018)discuss the role of directors in Empowering and qualifying employees to provide better quality service (Saravana Kumar & Krishnaraj, 2018)) The authors model staff service management and their service quality, which It investigates simultaneous high installations across three cross-service interfaces Delivery path. The results indicate that managers are diligent in service Often, quality will empower its employees and provide them with leadership and use the employee's behavior-based evaluation (Saravana Kumar & Krishnaraj, 2018).

Service quality is one of the factors that matter to any institution in the world. Service quality is based on the factors always related to the customer, which is the first indicator of the success of the institution. In order to obtain the quality of service, there must be a strong Empowering Leadership, whose understanding is closely related to each other, and they affect each other with increase or decrease. A previous study was conducted in one of the hotels in the world, and the result was that there is a positive relationship between Empowering Leadership and service quality through conducting a study between hotel employees and management. (Saravana Kumar & Krishnaraj, 2018)This result confirms that there is always a strong relationship between them. discuss the role of managers in Empowering employees to provide better quality service. The authors tested the Personnel Service Management Model, which

Realizes installations simultaneously via three service interfaces delivery path. The results indicate that managers committed to service Quality will often empower employees and use behavior-based evaluation for them. The effects of leadership style on hotel staff were clarified

Staff commitment to service quality. The main objective of this study was to find a result

How does a manager's leadership style affect his or her employees? doing their work. The results were that there were higher levels of management associated with Commitment to quality of service by using Participative leadership and empowering leadership.(Saravana Kumar & Krishnaraj, 2018) "The result was That hotel managers who have a greater commitment and concern for quality of service will empower it Their staff calmly.

2.6 employees' satisfaction

Measures of success in employee satisfaction at the organization, (Amundsen & Martinsen, 2015) indicates that the financial metrics used (sales, profits, and net worth), employee and customer loyalty to the organization were presented as measures of employee satisfaction. Since they are more open to the behavior of leaders during the limited time period of study and not difficult to obtain from SMEs, they are included in this article.(van Dijke et al., 2012)

Moreover, employee happiness and satisfaction has been used as a measure of success in a variety of accomplishments and businesses (Kantabutra, 2008)Employee happiness and satisfaction to how the worker is happy with his workplace and environment, as determined by the wages, compensation, material independence of the employee, job expectations, employee policy, success and interaction with them, employee's social standing, guidance and counseling, co-workers, appreciation and career development (Kantabutra, 2008). Customer satisfaction is defined as the high degree in which the customer feels satisfied with his job and work from the total store facilities as it is calculated through the availability of the employees among them, friendliness in that, decoration, product offering and service, cleanliness, quality of goods, richness of options, and waiting time for checkout. Payment methods and price tags.(Kantabutra, 2008), Special deals and promotions, shopping hours, pricing, and shelf / shelf design (Ugboro & Obeng, 2000).

Employee satisfaction is one of the factors indicatives of the success of the organization and the strength of its management, and it has strong Empowering Leadership. In addition, employee satisfaction is an indicator of customer satisfaction, which is evidence of achieving the goals of the organization and achieving its strategy.

Assuming the employee about his job and his work tasks indicates his loyalty to his institution. Empowering Leadership is the one who does that. The management of the institution must have Empowering Leadership and strong management so that they have the style and art of dealing to gain employee satisfaction and loyalty to his work.

All previous studies, their results indicated that there is a strong and close relationship between employee satisfaction and customer satisfaction, as the mediating factor between them is Empowering Leadership. This previous study was also the most responsive to the behavior of leaders in institutions at home the time frame is short and it is not difficult to obtain it from small companies or institutions. Furthermore, employee satisfaction has been cited as an indicator of

performance in various business institutions. This is due to customer satisfaction or dissatisfaction that develops at a Client communicates with (Kantabutra, 2008)employees. Since these measures Significantly correlated, vision and perception variables were tested against each

Measurement of satisfaction, separately. Employee satisfaction is defined as the degree to which the employee is satisfied with his job and is persuaded about It was also measured on the employee's wages and fringe benefits, independence for him, mission requirements for his job, and personnel policies for the employee to be satisfied with his job. Customer satisfaction is the degree to which the customer feels completely satisfied with the overall service.

It is noticed that there is a strong relationship between employee satisfaction and customer satisfaction by knowing the results of some of the previous studies. The indicator also indicates that the success of employee satisfaction lies in Empowering Leadership.(Kantabutra, 2008)

Empowering Leadership is the one who does that. When the strength of Empowering Leadership and the policy of the plan increases, the employee satisfies the customer, so the main factor is empowerment in leadership.(Kantabutra, 2008)

Companies must first pay attention to the supreme tool, then be aware of Empowering Leadership and its strength, then pay attention to the employee's satisfaction with full satisfaction with his work tasks, make plans for him, and run a questionnaire for him from time to time to gain customer satisfaction with all the services of the institution, each of which is linked to the other, a close link between them, so the relationship will increase. Strength and achievement of the company's tasks and objectives. (van Dijke et al., 2012).

2.7 Research Framework
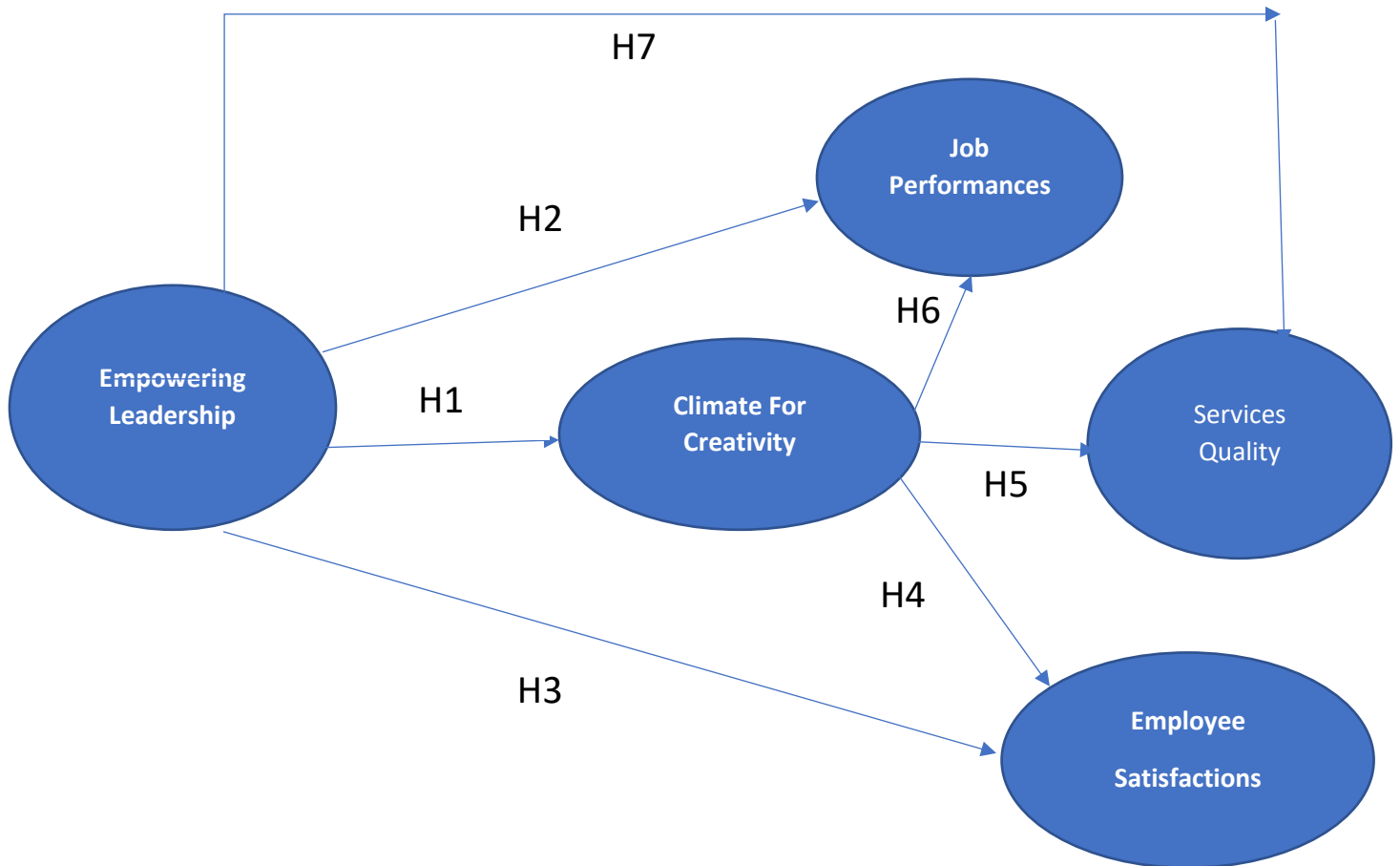
Figure 1 Research Framework

2.8 Hypothesis

H1: **There is a positive and significant relationship between Empowering leaderships and creativity climate.**

H2: The relationship is a positive and significant between the empowering leadership and Job Performances.

H3: The relationship is a positive and significant between the empowering leadership and service Quality.

H4: The relationship is a positive and significant between empowering leadership and employees' satisfactions.

H5: The relationship is a positive and significant between the empowering leadership and Job Performances through climate creativity.

H6: The relationship is a positive and significant between the empowering leadership and Quality service through climate creativity.

H7: The relationship is a positive and significant between the empowering leadership and employees' satisfactions through climate creativity.

2.9 summary of previous Literature review:

This table is a summary of some studies from the literature, and it is considered a summary for you of the independent and dependent variables and the variables are Empowering Leadership, employee performance and satisfaction, and service quality through the creative climate. The table below shows this summary:

Table 1: summary of previous Literature review.

#	study	Dependent Variables	Independent Variables	Mediator	Moderate	Results	Method	Context
1	Ethical and empowering leadership and leader effectiveness	ethical and empowering leadership	leader effectiveness, affective commitment	LMX		The results suggest that ethical and empowering leadership relate positively with LMX, which subsequently relates to the two outcomes	Quantitate	public and private sector managers
2	empowering leadership in management teams: effects on knowledge sharing, efficacy, and performance	empowering leadership	Team Performances	Knowledge Sharing, team efficacy		Results showed that empowering leadership was positively related to both knowledge sharing and team efficacy, which, in turn, were both positively related to performance	Quantitate	We surveyed management teams in 102 hotel properties in the United States
3	examining the differential longitudinal performance of directive versus empowering leadership in teams	empowering leadership	Team empowerment. Leadership manipulation Team performance Team learning			Empirical results based on longitudinal performance data from 60 teams suggest that teams led by a directive leader initially outperform those led by an empowering leader.		employees and emphasizing collaboration

			Behavioral coordination					
4	linking empowering leadership and employee creativity: the influence of psychological empowerment, intrinsic motivation, and creative process engagement	empowering leadership	employee creativity	Psychological Empowerment	Empowerment Role Identity	Using survey data from professional employees and their supervisors in a large information technology company in China, we found that, as anticipated, empowering leadership positively affected psychological empowerment, which in turn influenced both intrinsic motivation and creative process engagement.	Quantitate	a large information technology company in China
				Creative Process Engagement	Leader Encouragement of Creativity			
				Intrinsic Motivation				
5	Employee Responses to Empowering Leadership: A Meta-Analysis	empowering leadership	Evaluation of leaders			Results confirmed the positive links of empowering leadership with evaluations of the leader as well as with employee motivation and resources, attitudes, and performance; the strongest correlation was between empowering leadership and attitudes toward the leader whereas the weakest correlation was for empowering leadership with behavioral and performance outcomes However, the relationship of empowering	Quantitate	we meta-analyzed 55 independent samples
			Motivation, resources					
			Emotion					
			Attitudes					
			Performances					

						leadership with subordinates' emotions was not significant.		
6	Empowering Leadership, Psychological Empowerment and Employee Outcomes: Testing a Multi-level Mediating Model	Individual level empowering leadership	Employees attitudes and behaviors	psychological empowerment	Unite level empowering leadership	Testing a multi-level model in which psychological empowerment was hypothesized to mediate the relationship between both within-group and between-group empowering leadership and individual outcomes, empowering leadership was associated with psychological empowerment at both levels. There was evidence of significant mediation effects at both the individual and group levels. These findings underline the importance of analyzing both within-group and between-group differences in empowering leadership and their effects on individual attitudes and behaviors	Quantitate	41 work teams in a division of a large Hong Kong

7	Empowering leadership: employee-related antecedents and consequences	Employee task performance	Employee promotive voice	Supervisor empowerment behaviors		supported our hypotheses and showed that supervisors engage in more empowerment behaviors with employees who perform well and with whom they have a good relationship. Supervisors 'empowerment behaviors elicit a state promotion focus in employees, which stimulates these employees to express their concerns, ideas, and opinions in order to improve the functioning of the employee, the team, or the organization.	Quantitate	from223 supervisor-employee dyads
		Quality of supervisor-employee relationship	Employee prohibitive voice	Employee state promotion focus				
8	EMPOWERING LEADERSHIP AND EFFECTIVE COLLABORATION IN	Empowering Team Leadership	Team Performance	Team Virtual Collaboration	Team Geographic Dispersion	, our findings also suggest that the impact of empowering leadership on team members' aggregate	Quantitate	We test the model with procurement teams in a major multinational corporation.
			Team Member					

	GEOGRAPHICALLY DISPERSED TEAMS	Virtual Teamwork Situational Judgment	Performance	Team Member Virtual Collaboration		virtual collaboration, and indirectly on team performance, increases at higher levels of team dispersion. These findings shed important light on the role of team leadership in fostering effective collaboration and performance of geographically dispersed virtual teams		
9	Motivating and Demotivating Forces in Teams: Cross-Level Influences of Empowering Leadership and Relationship Conflict	Empowering Leadership	Innovative Behavior	Psychological Empowerment		empowering leadership and relationship conflict, combine to influence individual members' motivational states of psychological empowerment and affective commitment. As predicted, we found that these motivational states are individually and jointly influenced by teams' level of empowering leadership and relationship conflict and that these.	Quantitate	Using cross-cultural laboratory and field studies with samples of leaders, employees, and students from the United States and the People's Republic of China,
		Relationship Conflict	Teamwork Behavior Turnover Intentions	Affective Commitment				
10	The influence of empowering leadership, empowerment and engagement on affective	empowering leadership	affective commitment	engagement		CFA showed acceptable fit indices for the measurement model after respecifying a reduced number of items for the	Quantitate	The sample on which conclusions are based consisted of 139 employees of a community health service.

#	Research question					Findings		Design
	commitment and turnover intentions in community health service workers					explanatory variables. Structural equations modelling of a respecified model also yielded acceptable fit indices and showed that empowerment mediated the influence of empowering leadership on engagement. Engagement was shown to partially mediate the influence of empowerment on affective commitment, which in turn influenced turnover intentions.		Confirmatory factor analysis (CFA) and structural equations modelling (SEM) were used to test the measurement and structural models proposed.
			turnover intention	Empowering				
11	When does procedural fairness promote organizational citizenship behavior? Integrating empowering leadership types in relational justice models	Procedural fairness	Self-perceived status	Encourage self-development		showed that encouraging self-development strengthened the relationship between procedural fairness and employee OCB, and this relationship was mediated by employees' self-perceived status. Conversely, encouraging independent action weakened the procedural fairness-	Quantitate	a multisource field study (with a US and German sample)

			OCB			OCB relationship, as mediated by self-perceived status.		
			OCB	Encourage independent action				
12	Empowering leadership: leading people to be present through affective organizational commitment?	empowering leadership	Lateness	Affective Commitment		indicated that empowering leader behaviors at one time were positively related to estimates of affective organizational commitment at a second time, which in turn was negatively related to absenteeism and turnover intention at a final time. Additionally, no significant direct effect was found between empowering leadership and withdrawal behaviors, further supporting the mediation model.	Quantitate	With 294 full-time US employees
			Absenteeism					
			Turnover Intention					
13	Empowering leadership and employee creativity: A dual-mechanism perspective	Empowering leadership	Employee creativity	Access to resources		OBSE and AR mediate the relationship between empowering leadership and creativity.	Quantitate	217 employees and their supervisors using a three-
				OBSE				

			Access to information		Moreover, AR moderates the relationship between OBSE and creativity, such that this relationship is significant only when AR is high. Theoretical and practical implications of these findings are discussed		wave, time-lagged research design.
14	Differential effects of empowering leadership on in-role and extra-role employee behaviors: Exploring the role of psychological empowerment and power values	Empowering leader behaviors	In-role behavior Affiliative extra-role behavior Challenging extra-role behavior	Psychological empowerment	Low versus high power values	Results supported our hypotheses of direct and mediated effects of ELBs on employee behaviors, and supported moderated mediation involving psychological empowerment and power values such that psychological empowerment was more strongly related to challenging behaviors for individuals low in power values	Quantitate	16 hotel properties located in 11 Middle Eastern and Asian countries
15	Empowering Leadership, Risk-Taking Behavior, and Employees' Commitment to Organizational Change: The Mediated Moderating	Empowering leadership	Commitment to organizational change	Risk – taking behavior	Task complexity	The results of the empirical analysis revealed that empowering leadership was positively related to commitment to organizational change. The results also showed	Quantitate	275 employees working in Korean firms.

	Role of Task Complexity					that risk-taking behavior positively mediated the relationship between empowering leadership and employees' commitment to organizational change. More importantly.		
16	Exploratory versus exploitative innovation: SME performance implications of managerial ties and empowering leadership in China	Political Ties	Exploration	-	Empowering leadership	The study results suggest that the positive relationship between political ties and exploratory innovation is weakened by empowering leadership, while the relationship between business ties and exploratory innovation is moderated positively by empowering leadership.	Quantitate	This study enriches the literature on social network theories and situational leadership theories in the Chinese context. Analyses of a sample of Chinese SMEs largely support our hypotheses
		Business Ties						
17	Exploratory versus exploitative innovation: SME performance implications of managerial ties and empowering leadership in China	Empowering leadership	Commitment to organizational change	Risk – taking behavior	Task complexity	The results of the empirical analysis revealed that empowering leadership was positively related to commitment to organizational change. The results also showed that risk-taking behavior positively mediated the	Quantitate	The main hypotheses were tested using a cross-sectional design, with questionnaires administered to 275 employees working in Korean firms.

						relationship between empowering leadership and employees' commitment to organizational change. More importantly, we found that the indirect effect of empowering leadership on commitment to organizational change via risk-taking behavior was stronger when task complexity was high.		
18	Empowering leadership in hospital employees Effects on goal orientation, job conditions, and employee proactivity	Empowering leadership	Employee Proactivity	Goal orientation		Findings–The important findings of this study are as follows: (1) empowering leadership has direct influence on employee proactivity; (2) empowering leadership, employees 'goal orientation and job conditions are important antecedents of employee proactivity; (3) goal orientation and job conditions simultaneously partially mediate the relationship between empowering leadership and employee proactivity.	Quantitate	Data were collected from 253 frontline employees working in Indiana accredited hospitals.
				Job Conditions			Quantitate	

19	The power of empowering leadership: allowing and encouraging followers to take charge of them own jobs	Empowering leadership	Psychological Withdrawal	Psychological Capital		The results generally supported the hypothesized model, suggesting that empowering leadership elicited greater personal and job resources in the form of PsyCap and leader trust, which in turn, led to job crafting behaviors. Subsequently, job crafting made employees engage in more positive work behaviors, as well as fewer psychological and physical withdrawal behaviors. Significant direct effects of empowering leadership		Data were collected from US employees at four separate points with one-month intervals. Structural equation modeling including testing alternative models was utilized to assess the mediation model.
			Physical withdrawal	Trust in Leader				
			Positive Work Behavior	Job Crafting				
20	Self-Efficacy and Psychological Ownership Mediate the Effects of Empowering Leadership on Both Good and Bad Employee Behaviors	Empowering leadership	In Role Performance	Self – Efficacy		Results from structural equation modeling demonstrated that empowering leadership was positively related to both self-efficacy and psychological ownership, which in turn were both negatively related to deviant behaviors. Alternative model comparisons and bootstrapping both confirmed the mediation effects of	Quantitate	a sample of 299 full-time employees working in the United States
			Deviant Behavior	Psychological Ownership				

					self-efficacy and psychological ownership.		

2.10. summary of items variables

Table 2:summary of items variabels .

	Measure	Numbers items	Developed By	Scale	Studies
1	Ethical Leadership	ten items	Yukl et al. (2012).	Six scales	Ethical and empowering leadership and leader effectiveness
	Empowering leaderships	six items	Yukl and colleagues (Kim and Yukl, 1995; Yukl et al., 2002)	Five scale	
	LMX	Seven items	Scandura and Graen (1984).	Six scales	
	Affective commitment	five items	Meyer and Allen (1991)	Six scales	
	Leader effectiveness	two items	(Kim and Yukl, 1995; Mahsud et al., 2010; Yukl et al., 2012)	Nine scales	
2	empowering leadership	17 items	(Finkelstein & Hambrick, 1996)	5 scales	empowering leadership in management teams: effects on knowledge sharing, efficacy, and performance
	team efficacy	16 items	(Cohen & Bailey, 1997: 243),	5 scales	
	knowledge sharing	19 items	(Kenny et al., 1998: 260)	5 scales	
3	Team empowerment	six items	Mathieu and colleagues (2006)	5 scales	examining the differential longitudinal performance of directive versus empowering leadership in teams
	Leadership manipulation	ten-item	(Durham et al., 1997)	7 scales	
	Team performance.	six items	Mathieu and colleagues (2006)	5 scales	

4	Empowering leadership	12 items	Ahearne et al.'s (2005)	a five-point scale	linking empowering leadership and employee creativity: the influence of psychological empowerment, intrinsic motivation,
	Creativity	13 items	Zhou and George (2001)	a five-point scale	
	Psychological empowerment	12 items	Spreitzer's (1995)	a five-point scale	
	Empowerment role identity	4 items	Callero's (1985)	a five-point scale	
	Creative process engagement.	11-items	Amabile (1983) and ReiterPalmon and Illies (2004)	a five-point scale	
	Intrinsic motivation	3 items	Amabile (1985) and Tierney et al. (1999).	a five-point scale	
	Leader encouragement of creativity	six-item	Scott and Bruce (1994)	a five-point scale	
5	empowering leadership	Five items	(Bakker & Demerouti, 2007; Spreitzer, 1995)	a five-point scale	Employee Responses to Empowering Leadership: A Meta-Analysis
	Evaluation of leaders	Five items	(e.g., Amundsen & Martinsen, 2014a).	a five-point scale	
	Motivation, resources	Five items	(Schaufeli & Bakker, 2004)	a five-point scale	
	Emotion	Five items	(Gkorezis, 2016; Zhang & Bartol, 2010; Zhang & Zhou, 2014).	a five-point scale	
	Attitudes	Five items	(Hofstede, 2001, p. 98).	a five-point scale	
	Performances	Five items	(Hofstede, 2001, p. 98).	a five-point scale	
6	Empowering leadership behaviors	38 items	Arnold et al.'s (2000)	A seven-point scale	Empowering Leadership, Psychological Empowerment and Employee Outcomes: Testing a Multi-level Mediating Model.
	Psychological empowerment	12-item	Spreitzer's (1995)	A seven-point scale	

	Job satisfaction	3 – items	Cammann *et al*.'s (**1983**)	A seven-point scale	
	Organizational commitment	four items	Meyer and Allen (**1997**):	A seven-point scale	
	Employee behaviors	Four items	Williams and Anderson (**1991**)	A seven-point scale	
7	Task performance	a 5-item	(Podsakoff &MacKenzie,1989).	a five-point scale	Empowering leadership: employee-related antecedents and consequences
	Quality of the supervisor-employee relationship	7 items	Stilwell's (1993	a five-point scale	
	Supervisor empowerment behaviors	12 items	Rapp's(2005)	a five-point scale	
	State promotion focus	nine items	Lockwood, Jordan, and Kunda's(2002)	a five-point scale	
	Employee voice	Ten items	(Liang, Farh, & Farh,2012).	a five-point scale	
8	Empowering team leadership	three items	Arnold et al. (2000)	A seven-point scale	empowering leadership and effective collaboration in geographically dispersed teams
	Virtual teamwork situational judgment	25-item	Kehoe, 1995; Lievens et al., 2005)	A seven-point scale	
	Team geographic dispersion.	three items	(Hinds & Mortensen, 2005; Joshi et al., 2009)	A seven-point scale	
	Virtual collaboration	four items	, Hinds & Mortensen, 2005)	A seven-point scale	
	Team member performance	four items	Welbourne et al.'s (1998)	A seven-point scale	
	Team performance.	six items	Kirkman and Rosen (1999)	A seven-point scale	
9	Empowering Leadership	two different four-item	from Welbourne et al. (1998)	a five-point scale	Motivating and Demotivating Forces in Teams: Cross-Level Influences

		scales modified			of Empowering Leadership and Relationship Conflict
	Relationship Conflict	two different four-item scales modified	from Welbourne et al. (1998)	a five-point scale	
	Psychological empowerment and affective commitment	12 statements	Spreitzer's (1995)	a five-point scale	
	Innovative Behavior	14-item	Kirkman and Rosen's (1999)	a five-point scale	
	Teamwork Behavior				
	Turnover Intentions				
10	empowering leadership	Six items	Pearce and Sims' (2002	a five-point Likert scale	The influence of empowering leadership, empowerment and engagement on affective commitment and turnover intentions in community health service workers
	a higher order empowerment factor	12-item	Spreitzer's (1995)	a five-point Likert scale	
	engagement	nine-item	(Schaufeli et al., 2006).	a seven-point scale	
	affective commitment	six-item	Allen and Meyer (1990)	a seven-point scale	
	turnover intentions	three items	m Seashore et al. (1982) and Vigoda-Gadot and Kupin (2005)	a seven-point scale	
11	assessed procedural fairness	seven-item	Colquitt (2001).	on seven-point scales	Organizational Behavior and Human Decision Processes
	encouraging self-development	six-item	d by Pearce and Sims (2002).	on seven-point scales	
	encouraging independent action	four-item	by Pearce and Sims (2002)	on seven-point scales	

	encouraging independent action	four-item	by Pearce and Sims (2002)	on seven-point scales	
	employee OCB	eight-item	using Lee and Allen's (2002)	on seven-point scales	
12	Empowering leadership	18-item	(Amundsen & Martinsen, 2014). A	on a 7-point Likert scale	Empowering leadership: leading people to be present through affective organizational commitment?
	Affective commitment	eight items	Allen and Meyer's (1990) scale	on a 7-point Likert scale	
	Lateness	Three items	Hanisch and Hulin (1990, 1991).	7-point scale	
	Turnover intention	five items	Walsh, Ashford, and Hill (1985)	a 5-point Likert scale	
	Social desirability	five-item	(Hays, Hayashi, & Stewart, 1989).	a 5-point Likert scale	
13	Empowering leadership	12-item scale	Ahearne et al. (2005)	a seven-point Likert scale	Empowering leadership and employee creativity: A dual-mechanism perspective
	OBSE	10-item scale	Pierce et al.'s (1989)	a seven-point Likert scale	
	Access to resources	A three-item scale	Spreitzer (1996)	a seven-point Likert scale	
	Access to information	A three-item scale	Spreitzer (1996)	a seven-point Likert scale	
	Creativity	13-item scale	Zhou and George's (2001)	a seven-point Likert scale	
14	Empowering leadership	15-item	(Arnold et al., 2000),	five leader behaviors	Differential effects of empowering leadership on in-role and extra-role employee behaviors: Exploring the role of psychological empowerment and power values
	Psychological empowerment	12-item	Spreitzer's (1995)	Four scale	
	Power values	five-item	(Schwartz, 1992)	a nine-point scale	

	In-role service behavior	five-item	Bettencourt et al.'s (2005)	a 5-point Likert scale	
	Helping	five items	Podsakoff et al.'s (1990)		
	Extra-role service behavior	8-item	Bettencourt and Brown's (1997)		
	Service improvement	a six-item	Peccei and Rosenthal's (2001)	on seven-point scales	
15	Empowering leadership	20 items	Arnold et al.	five characteristics	Empowering Leadership, Risk-Taking Behavior, and Employees' Commitment to organizational Change: The Mediated Moderating Role of Task Complexity.
	Risk-taking behavior	eight items	Dewitt	five characteristics	
	Commitment to organizational change.	six items	by Herscovitchand Meyer	five characteristics	
	Task complexity	Two items	Brislin [75]	five characteristics	
16	Political Ties	four items	(He &Wong,2004)	7-point Likert scale ranging from 1 (completely dis-agree) to 7 (completely agree)	Exploratory versus exploitative innovation: SME performance implications of managerial ties and empowering leadership in China
	Business Ties	four items	(He &Wong,2004)		
	Exploration	seven items	(Peng & Luo,2000).		
	Empowering Leadership	Six items	(Pearce & Sims,2002; Sims et al.,2008).		
17	Empowering Leadership	twenty items	Arnold et al. [18].	five characteristics	Empowering Leadership, Risk-Taking Behavior, and Employees' Commitment to Organizational Change: The Mediated Moderating Role of Task Complexity
	Risk taking behavior	eight items	Dewitt [29].		
	Commitment to organizational change	six items	Herscovitchand Meyer		
	Task complexity	six items	Root Mean Square Residual (RMR)		
18	Empowering leadership	12 items	measure of Ahearneet al. (2005).	four sub-scales	Empowering leadership in hospital employees Effects on goal orientation, job conditions, and employee proactivity
	Goal orientation	six items	By Dhar and Dhar (2009).	seven-point Likert scale	
	Job condition	five items	By Inesonet al. (2013)	seven-point Likert scale	

	Employee proactivity	six items scale	By Dhar and Dhar (2009)	on a seven-point Likert	
19	Empowering leadership	12-item	Rapp's (2005)	a 5-point Likert scale	The power of empowering leadership: allowing and encouraging followers to take charge of them own jobs
	Psychological capital	12-item	Luthans et al. (2007)	a 6-point Likert scale	
	Trust in leader	7-item	Robinson and Rousseau's (1994)	a 5-point Likert scale	
	Job crafting	9-item	Niessen et al. (2016).	a 5-point scale	
	Work behaviors	17-item	Lehman and Simpson's (1992)	a 7-point frequency scale	
20	Empowering leadership	18-item	(Amundsen & Martinsen, 2014a).	on a 7-point Likert-type scale from 1 (strongly disagree) to 7 (strongly agree).	Self-Efficacy and Psychological Ownership Mediate the Effects of Empowering Leadership on Both Good and Bad Employee Behaviors
	General self-efficacy	eight-item	Chen, Gully, and Eden (2001).	a 5-point Likert-type scale from 1 (strongly disagree) to 5 (strongly agree).	
	Psychological ownership	six items	Avey et al. (2009)	rated on a 6-point Likert-type scale ranging from 1 (strongly disagree) to 6 (strongly agree).	
	In-role performance	seven-item	Williams and Anderson's (1991)	on a 7-point Likert-type scale	
	Workplace deviance	19 items	Bennett and Robinson (2000).	a 7-point Likert-type scale	

Chapter Three

RESEARCH METHODOLOGY

Chapter Three: RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, we will discuss the research method. Where we study the effect of inclusive leadership on job performance and the role of mediating of innovative employee behavior, person-job fit, and affective organizational commitment on water recourses sector in Oman. In the methodology of this research, the research was designed, the method of data collection and the required samples, in addition to the target population and reliability of the variables, as well as what research tools are used.

3.2 Unit of Analysis

In this chapter I will discuss the research method. The impact of empowering leadership on job performance, service quality, and employee satisfaction through climate innovation at Omani airports. In the methodology of this research, the research was designed, the method of data collection and the required samples, in addition to the target employees in Oman Airports Company and the reliability of the variables, as well as the research tools used.

3.3 Research Design

What is meant by designing the research is a process in which the framework of the research plan or the work of the strategy adopted by the research is determined in order to determine the method and process of all data and information that we will benefit from in the research and study. The research design includes a time frame or time horizon. And the types of numbers and unit of analysis, which will be discussed separately below. This research will be based on raw data and can be called a causal search.

3.3.1 Study setting

The participant in this study or the respondent is the employee who works in the Oman Airports Company with all its branches in the Sultanate of Oman, as Oman airports are divided into several airports, including Duqm Airport, Musandam Airport, Salalah Airport and Sohar Airport. As the questionnaire was distributed to all employees in the various branches of Oman Airports Company. The questionnaire was distributed through the use of social networking sites such as WhatsApp, Twitter and Facebook, in addition to using the e-mail of some company employees. The "My Office" program was used for the company's employees at Amman airport, as they use the group

e-mail program. A questionnaire form was sent through this program to communicate and complete the daily work of each company employee. In order to fill out the questionnaire better, the employees were visited and contacted at their place of work to ensure that the questionnaire was completed and filled out correctly.

3.3.1 Time Horizon

In this study, we collected all data by filling out a questionnaire for all company employees within 40 days.

3.3.2 Population and Sampling

Always in any study, the population consists of those events, people and all things related to the subject of study, which the researcher and specialist want to investigate and study in all its aspects. In this research, the residents of the study are employees of Oman Airports Company in all specializations in the company.

The sample selected in this study is from the population who work in Amman Airport Company, and they represent all the target population in the company. The electronic questionnaire was distributed to all company employees in various locations in the governorates of the Sultanate. The target population is 500 respondents, by distributing them through social media and post offices. I went to the main company's website in Muscat for the managers and general managers and explained to them the purpose and goal of this study, how data will be collected from employees, and what methods are used in this regard. Also, a number of managers in the Oman Airports Company were contacted and a number of employees in all branches of the Sultanate were promised that they would obtain data if they wanted.

3.3.3 Data Collection and Sampling Technique

In this study, we use the easy and convenient sampling method to collect the required data efficiently, using the electronic questionnaire method that helped many researchers in distributing all the data for the purposes of scientific research. All information from 500 employees of Oman Airports Company measures the impact of Empowering Leadership on employee performance and service quality through a creative climate.

All data is the most important step in the research, as the results to be analyzed depend on it. The source from which the data were collected for this study is absolutely essential. In the

questionnaire, a different set of information that helps shape the picture was used for this study. It is known that collecting responses to questionnaires is difficult in our region due to the lack of culture in this regard, but we nevertheless overcome this problem by following the distribution of the questionnaires with personal numbers for most of the employees.

3.4 Sample Characteristics:

In this part, we will explain and clarify the characteristics of the samples that include demographic characteristics, the most important of which are gender, age, marital status, educational level, years of experience in Amman Airports Company, and the current position occupied by the respondent.

3.4.1 Gender

Gender is one of the control variables that are taken into account in the questionnaires. The aim of having sex in the study is to maintain equality between male and female in Oman Airports Company and to know the percentage of participation between each of them. Because gender is one of the important elements in the questionnaires because it reflects the demographics and the difference between the number of employees in the company and in order for all genders to participate, and to understand the nature of the response through analyzing the questionnaire.

Table 3: Frequency by Gender Percentage

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender					
Valid	Male	191	79.3	79.3	79.3
	Female	50	20.7	20.7	100.0
	Total	241	100.0	100.0	
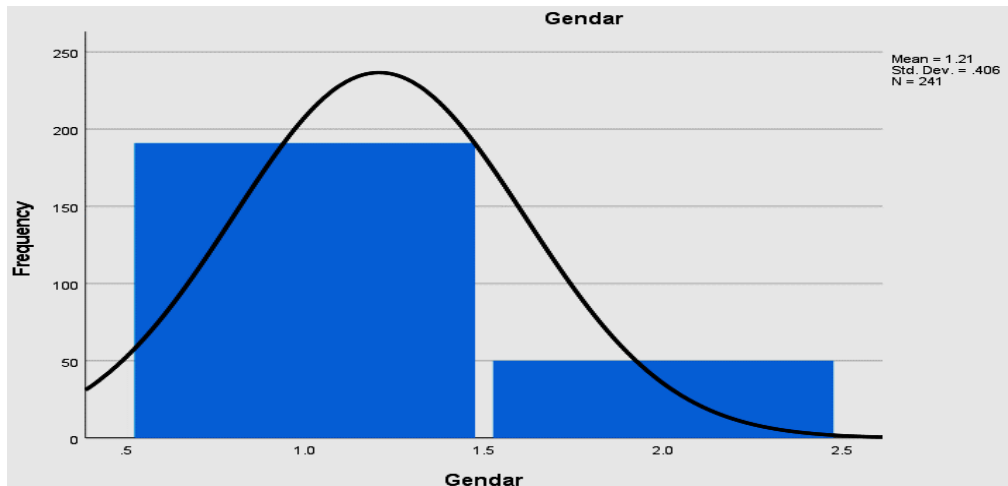
Figure 2: Frequancy of Gander

Table 1: above shows the number and percentage of respondents to this study according to filling out the distributed questionnaire. The table shows that the percentage of males who participated in the answer was 79.3 % while the percentage of females was 20.7%. This means that the male participation rate is higher than the total number of answers, 241. The reason is that most of the employees working for Oman Airports Company are male.

3.4.2 Marital status

The marital status is placed among the control variables, due to its importance in terms of knowing whether the respondent is single, married, or divorced. As through this, the respondents' attitudes and the effects of marital status on the results are identified.

Table 4 : The respondent's status in terms of percentage and number for each Marital status.

Marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	54	22.4	22.4	22.4
	married	182	75.5	75.5	97.9
	divorced	5	2.1	2.1	100.0
	Total	241	100.0	100.0	
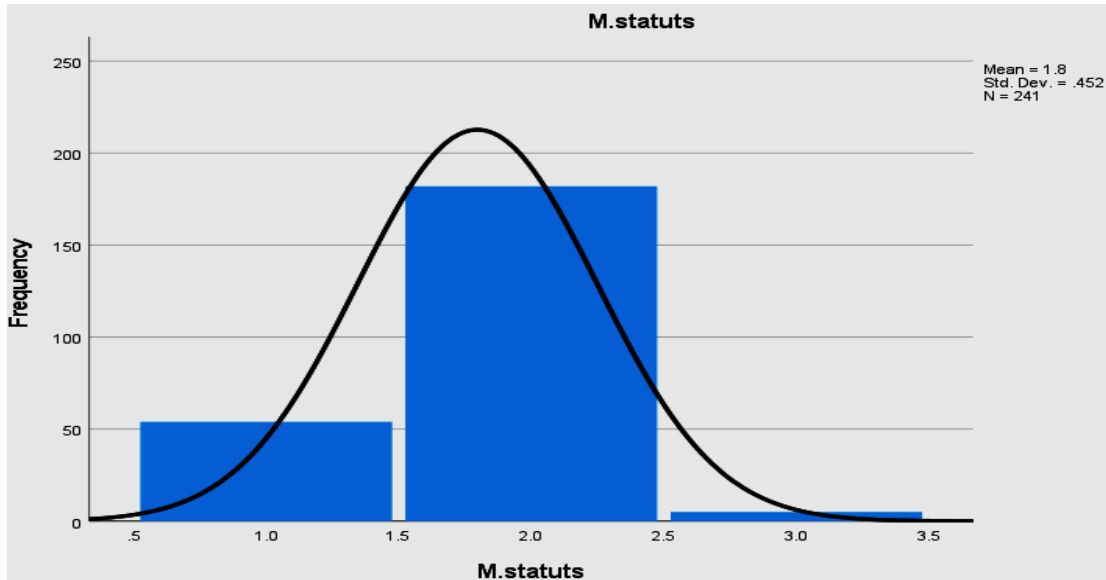
Figure 3: Frequency of Marital status.

It is evident in the above table 4 that most of the respondents are married at a rate of 75.1%. At the second level, individual respondents came with 22.8%. Finally, the number of divorced women is the lowest, and their percentage is 2.1%.

3.4.3   Educational level

Academic qualifications are always clarified in any questionnaire the academic background and the level of knowledge and experience of the respondent, and through which the analyzes are constructed. In this study, all qualifications were determined, ranging from high school qualification, diploma, and bachelor's degree to the most recent doctoral qualification.

Through the qualification, the respondent's experience in filling out a questionnaire is known and measured, and the academic qualification is indicated to measure the knowledge and experience of the respondent.

Education		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Master	41	17.0	17.0	17.0
	Bachelor's	125	51.9	51.9	68.9
	Diploma	61	25.3	25.3	94.2
	High school	14	5.8	5.8	100.0
	Total	241	100.0	100.0	
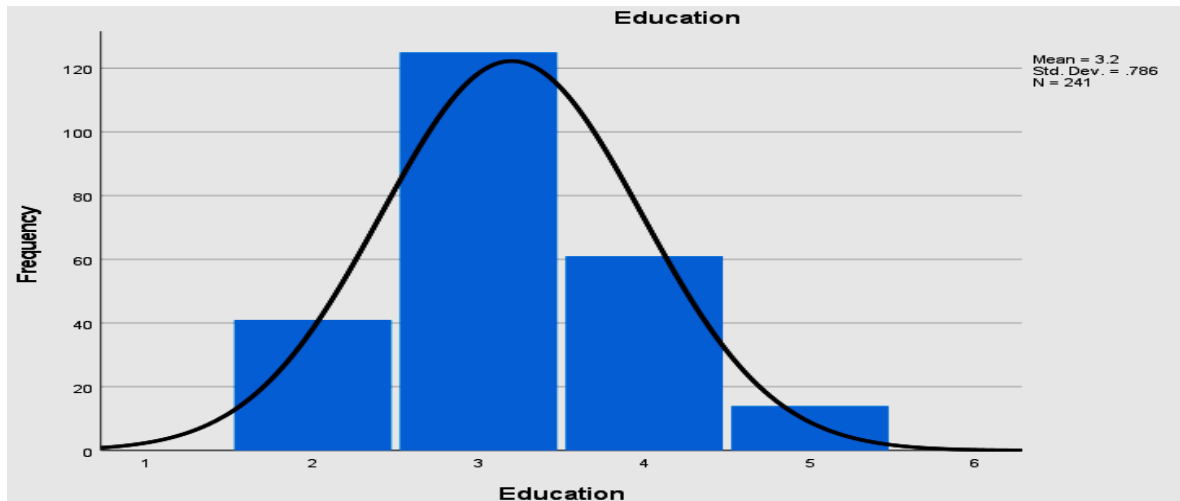
Figure 4: The Frequency of Education.

In the above table, the percentage of the respondents 'academic qualifications are represented, as the percentages vary between the different qualifications of the respondents, most respondents have a bachelor's degree by 51.5%, and then the diploma qualification at a rate of 25.3%, and the percentage came third for respondents with a high school qualification. By 5.8%, then the master's degree by 17.4%, and finally the doctoral qualification by 0%.

3.4.4   Age

In most studies, it is noted that the age range is very important in any study, and within the study this study it measures the age range.

The age range is very important in the study in order to know the age of the respondents and how to fill out a questionnaire according to their age range. Age is very important in order to reach the correct desired result.

Table 6: The respondent's Age in terms of percentage and number of each range.

	Age				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 25 years old	8	3.3	3.3	3.3
	From 25 to under 35 years old	107	44.4	44.4	47.7
	From 35 to under 45 years old	112	46.5	46.5	94.2
	45 years and over	14	5.8	5.8	100.0
	Total	241	100.0	100.0	
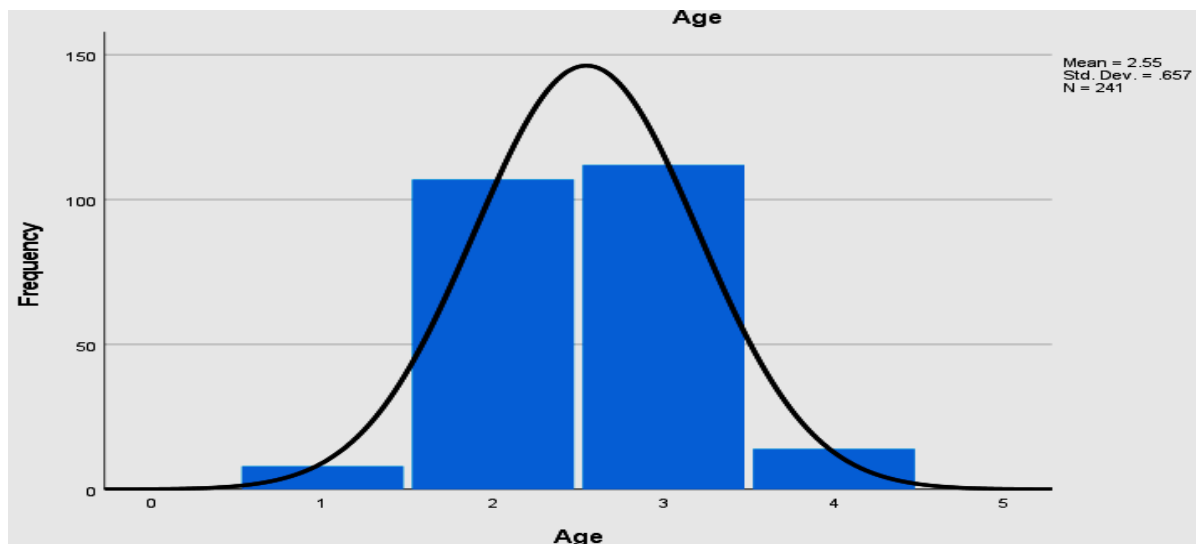
Figure 5: The Frequency By Age.

It is noted here from the figure5 that the highest average age is from the age of 35 to 45, as the percentage reached approximately 46.5, and then comes in second place, the ages from 25 to 35, as the percentage reached approximately 44.4

As the percentage reached those aged 45 and above, their percentage was 5.8, and the youngest of 25 had a percentage of 3.3

It is noticeable that the percentages are similar for those whose ages range from 25 to 45 and indicates that the age of Amman airports employees in general is at this level.

3.4.5 Years of experience

We used specific ranges of time and years of experience. An indicator indicates the length of work and years of experience spent by the respondent. Experience is a very important indicator in order to measure the experience of the respondent and know the number of years of experience. Respondents can answer based on their practical experience in their field of work.

Table 7: The respondent's Experience in terms of percentage and number of each range of years' experience.

Experiences		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To less one years	16	6.6	6.6	6.6
	One to five	44	18.3	18.3	24.9
	five to ten years	112	46.5	46.5	71.4
	ten to more	69	28.6	28.6	100.0
	Total	241	100.0	100.0	
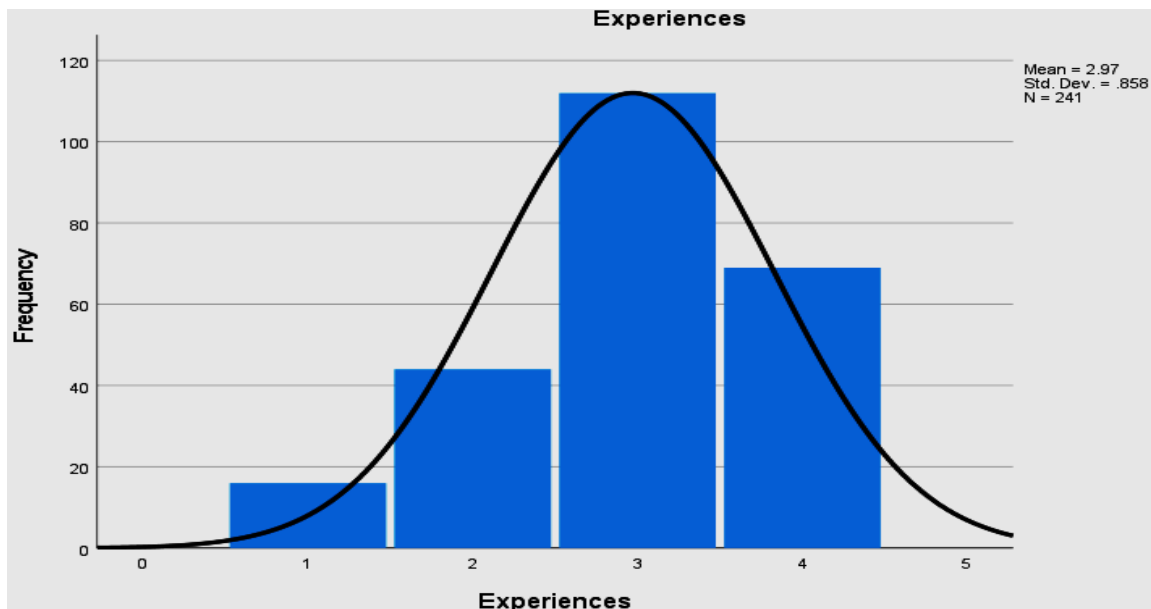
Figure 6: The Frequency By Experiences.

Where the largest percentage of respondents represented in the field of experience of ten years or more, with a rate of 28.6% Whereas, in the second place, 46.5% of respondents whose scope of experience was of five years and less than ten years came. While the scope of experience from one year to less than five years and experience less than one year, the same percentage was 18.3%. Which can be said to be the reason for the lack of employment by the government in the last five years because of the economic and financial conditions of the Sultanate of Oman due to the collapse of oil prices.

3.4.6   Current job

The current job is considered an indicator in all studies, including this study, because the job is considered an indicator to measure the results in this study and link them to the main variables in order to get the desired results.

Depends on it and how the respondents differ in terms of trends based on the current job, in this study the different jobs in this study were arranged in order to make it easier for the respondent to choose the appropriate one for him, as these options were listed for jobs which are the general manager, assistant general manager, director, assistant director, and administrator , Department head, engineer, technician, and others for jobs that were not mentioned according to their listing in Oman Airports Company.

Table 8: The respondent's Current job in terms of percentage and number of each range of current job.

Current job		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General Manager / Assistant General Manager	2	.8	.8	.8
	Director / Assistant Director	24	10.0	10.0	10.8
	Administrative	51	21.2	21.2	32.0
	Other	59	24.5	24.5	56.4
	Technician / engineer	46	19.1	19.1	75.5
	Head of the Department	**59**	**24.5**	**24.5**	**100.0**
	Total	**241**	**100.0**	**100.0**	
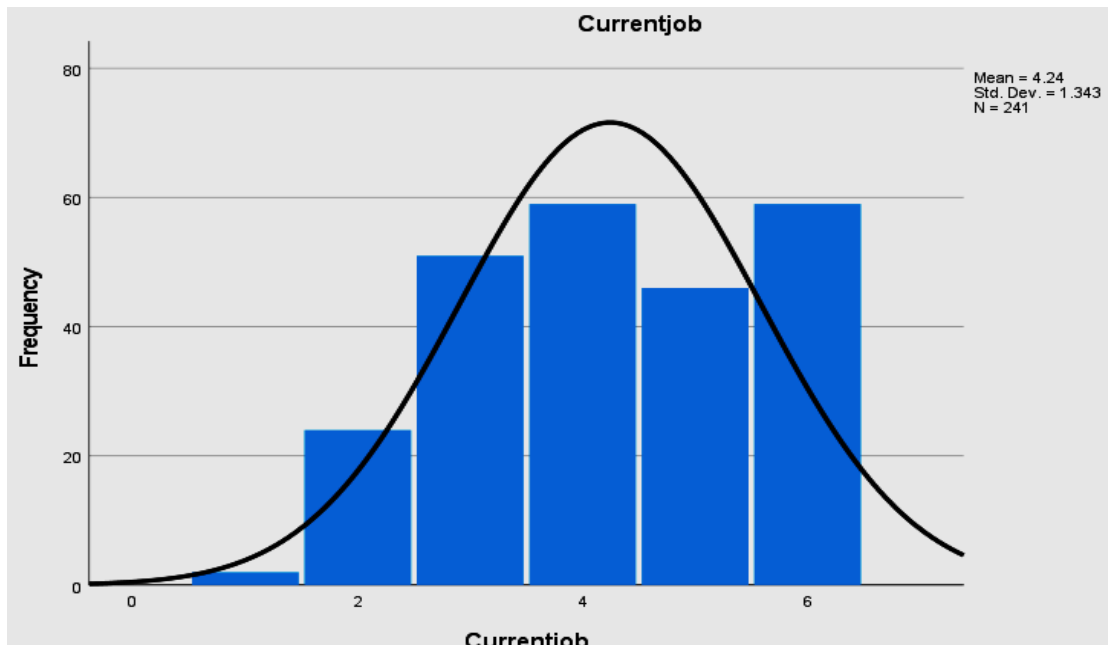
Figure 7: The Frequency By Current Job.

In the above table, the percentage and number of respondents represents the correlation of each current job. Where the highest among the jobs is Head of the Department with a rate of 24.5%. Secondly, the number of respondents the most in the position of Other than that, at a rate of 24.5%, followed by Administrative at a rate of 21.2%, and then Technician / engineer by 19.1%. The rate came Director / Assistant Director 10 %, while the position of General Manager and Assistant General Manager was the last at .8%.

3.5 Measurements

In this study, a questionnaire was used to measure five variables, namely, Empowering Leadership

Creativity Climate, functionality, quality of services, employee satisfaction, on a Seven-Likert scale from "1 = completely disagree to 7 = strongly agree".

3.6 Empowering leadership:

In this study, Empowering leadership was measured using a 12-items scale developed by ((from Ahearne, Mathieu, all items in this variable are answered by 7-point scale. Some elements in this variable such as "the manager is open to hearing new ideas".

3.7 Climate creativity:

6-Items are used to measure Climate creativity, which was developed by Rapp 2005. All items in this variable are answered by 7-point scale. Among the items in this variable are, for example, "I excel at my colleagues by performing work tasks" and "I can effectively accomplish the work goals assigned to me."

3.8 Job performance

To measure the Job performance in this study, a 4-Items scale was used. These scales were developed by from Yilmaz's (2015) The respondent responds using a Likert scale, which consists of 7-points scale, where 1 = strongly agree to 7 = totally disagree. Among the items related to this variable and included in this measurement are, "I seek to find new ideas for complex issues" and "I search for new methods, techniques, and working mechanisms."

3.5.4 Services quality

9-Items used to measure a person-job fit developed by Akhter, 2011")). Among the Items included in this scale, such as "There is an appropriate compatibility between what the current job offers me in terms of benefits and what I am looking for in the desired job" and "My Services quality gives me everything I hope for in the desired job".

3.5.5. Employee satisfactions

In the variable Employee satisfactions, an 8-component scale developed by Berry 1988.Among the items measured, for example, "I would be very happy if I spent the rest of my professional life in this institution" and "I really feel that the problems of this institution are part of my personal problems."

3.5.6 Reliability and Validity Analysis of Scale Used

Always in most studies there are some different steps and tests in which to check the validity and reliability of the questionnaire. In this research, the degree of reliability and validity was measured in order to ensure that the results were consistent and of research value.

3.5.6.1 Reliability

Often the degree of reliability is determined to reveal the validity of the results. It is an indicator that indicates the validity of the results and that the results are consistent and identical over a different period of time. This is done when, for example, we test a certain element or perhaps a measure over and over again and the analysis is done by measuring the result of the consistency of the scale

The accepted range of Cronbach's alpha lies between 0 and 1 (Cronbach, 1951). The reliability of the scale is considered higher when the Cronbach alpha value is also higher. When a Cronbach alpha value is less than 7 than the scale is considered reliable and when a Cronbach alpha value is less than 0.7, the scale is considered less reliable ().

There has been an evaluation since the old reliability metric that kicked off the validation process of creation. During this time, statements such as reliability coefficients must exceed 0.70 for the basic search, and reliability is a prerequisite for validity ()

Statistics always range from 00 to 1.00, but a negative α value can occur when the items are not positively correlated with each other.

The alpha size always depends on the number of elements in the scale. For example, suppose the reliability of the 6-item scale is 70. If the average correlation between items remains constant (eg, .50), and the number of items increases, the reliability of the scale increases to 70 with 8 items and 0.91 with 10 items. For 20 items, the reliability increases to 0.95. Conversely, if the scale contains only two items and the same mean correlation, the reliability sometimes drops to 0.66 ().

We can find out the degree of reliability by calculating the Cronbach's Alpha coefficient with the following equation:

$$\propto = \left(\frac{N}{N-1}\right)\left(\frac{\sigma_X^2 - \sum \sigma_{Yi}^2}{\sigma_X^2}\right)$$

where:

N = the number of survey items in the scale

σ_X^2 = the variance of the observed total scores

σ_{Yi}^2 = the variance of item i for person y

Table 9: Cronbach's Alpha of Study Variables.

Variables	Source	Items	reliability

Empowering leadership	(from Ahearne, Mathieu,	12 items	0.915
for Climate creativity	Rapp [2005])	7 items	0.822
Job performances	from Yilmaz's (2015)	4 items	0.823
Services quality	Akhter, 2011")	9 items	0.861
Employee satisfactions	Berry 1988	8 Items	0.943

In the table above,

The reliability of each variable in the study is measured and the results of the measures we used in the current studies are shown by calculating the Cronbach's alpha value using the Statistical Package for Social Sciences (SPSS). In the table 9 shows that Empowering Leadership has a value of 0.915 from Cronbach alpha and the items of job performance have a value of 0.823 from Cronbach alpha. The Empowering Leadership Scale has 0.822 Cronbach's alpha values, while job satisfaction has 0.943 Cronbach's alpha values. The Quality services contains 0.861 Cronbach's alpha values. Cronbach's alpha value for all variables is more than 0.82 which means that all scales are reliable.

3.5.6.2 Validity

Validity is related to the validity of the research components. Since researchers measure behaviors, they are often interested in what they measure and are interested in what they mean by the measurement. Validity is an integrated factor and evaluation factor to the extent that all experimental and theoretical evidence supports the adequacy and appropriateness of interpretations. The questionnaire was reviewed and filtered by the honor for my study, and the questionnaire was modified, re-set and filtered by the supervisor first, and then it was re-arbitrated by academic specialists at the Eastern University. The questionnaire was reviewed and modified from all linguistic and spelling aspects. And then after reviewing and verifying the validity of the questionnaire Then, with the distribution of the questionnaire, it is ensured that the respondents have understood the questionnaire and the items contained in it, which are clear to them.

Chapter Four: Results

Chapter Four: Results

4.1 Data Analysis

In this chapter of results, we will include some of the following: descriptive statistics, mean value, standard deviation, correlation analysis, regression analysis, mediation analysis. We will also describe each of the hypotheses with the results, and we will summarize all the hypotheses in detail in terms of acceptance and rejection, and the discussion also includes.

4.2. Descriptive Statistics

Descriptive statistics is defined as describing numerical data for all variables, where they are described in a meaningful way, such as Empowering Leadership, creative climate, job performance, employee satisfaction and service quality. Descriptive statistics measures these variables and explains their normative values.

In this section of the research we will include the minimum and maximum values of each variable, the standard deviation of each variable, and the mean value of each variable.

Since the standard deviation also shows that the variables have a variation in the responses in terms of their mean value, and since it also shows that the mean value of each of the variables shows the average of the responses. It shows that all the complete variables for this study are measured on the Likert scale.

 From 5 points, which ranges from 1 to 5, as it shows the number 1: strongly

Disagree and 5 represents strongly agree. Highlighting descriptive statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
EL	241	1.00	7.00	5.3199	1.15478	1.334
JPerf	241	1.00	7.00	5.8382	.82220	.676
SQ	241	3.44	7.00	5.9189	.67774	.459
Cc	241	2.29	7.00	5.2662	1.03430	1.070
EST	241	1.00	7.00	5.2344	1.17838	1.389
Valid N (listwise)	241					

In the above table showing functional statistics, a total of 7 columns are displayed, where the first column describes the variable names, the second column shows the total number of respondents for the study, the third column shows the minimum value of the variable response, the fourth column shows the maximum value of the variable, and the fifth column indicates The mean of the data for the variable and the sixth column is centered on calculating the standard deviation of all the data collected, and the seventh column shows the variance for each variable. Through the table, it is clear that the variable Empowering Leadership has the lowest value of 1 and the maximum value of 7. It is also clear that the variable job performance has the lowest value, which is only 1, and it has a maximum value of 7. Whereas, the quality service variable has the lowest value and indicates the number 3.44, and the highest value indicates 7. The median variable for the creative climate has a minimum value of 2.29 and a maximum value of 7. Also, the last variable is job satisfaction. It is noted from the table that the lowest value is 1 and the maximum value is 7. It is noted from the table that the average value of Empowering Leadership is 5.3199 with standard deviations of 1.15478 and the variance is estimated at 1.334, as the Empowering Leadership variable is considered an independent variable. The median variable, the creative climate, has an average value of 5.2662 with a standard deviation of 1.03430 and a discrepancy of 1.070, which is considered an intermediate variable. As well as the non-independent variables, we note that the average value of job performance is estimated at 5.3882 with standard deviations. 82220 and is estimated through the variance, which is estimated at .676. The second variable of the non-independent variables is job satisfaction, with an average value of 5.2344 with a standard deviation of 1.17838, a standard variance estimated at 1.389 and service quality, and the last independent

variable with an average value of 5.9189 with a standard deviation of .67774 and an estimated variance. 459 These are all the values shown in the table above for all the numbers of 241 respondents and these responses were selected for analysis.

4.3. Correlation Analysis

This analysis represents the process of correlation between variables and tells about the strength and trends of the relationship.

In this analysis, it is noted that there are two interrelated variables. The main purpose of the correlation analysis process is to find the volatility of the variable. The positive correlation determines the extent to which the variables decrease or increase in parallel.

If one variable is greater than the other variable, it will decrease. There are several methods of analysis and they are used to measure the correlation coefficient and correlation analysis, and Pearson is usually used to calculate this process.

The range of the correlation is between -1.00 and +1.00. -1.00 shows that there is a completely negative correlation between these variables and +1.00 shows that there is a positive correlation between the variables. If the coded value of the correlation ranges from -1.0 to -0.5, this indicates a high/strong correlation. If the value of the correlation ranges from -0.5 to -0.3 or 0.3 to 0.5, it is considered a medium or moderate correlation, and if the correlation value ranges from -0.3 to -0.1 or 0.1 to 0.3, it indicates that the correlation is low or weak and if the correlation is zero Between the variables, it indicates that there is no definitive correlation between the variables. Which means that no correlation exists between the variables.

Table 11: Correlation Analysis.

Variables	EL	JPerf	SQ	Cc	EST
EL	1				
JPerf	.253	1			
SQ	.233**	.253**	1		
Cc	.367**	.276**	.291**	1	
EST	.460**	.251**	.227**	.648**	1

The above table shows that the strength of the correlation between the variables is that there is a clear positive relationship between Empowering Leadership and, displays about the correlation between variables. As shown before from the above table, there is a positive relationship between Empowering Leadership and job performance where, r = .253 at p < 0.01.

It is also noted that there is a positive relationship that appears between Empowering Leadership and quality services where r = .597 at p < 0.01. There is also a positive relationship between Empowering Leadership and creative climate, where r = .276 at p < 0.01. It is also noted from the above table that there is also a positive relationship between Empowering Leadership and job satisfaction, as r = .251 at p < 0.01.

4.4. Regression Analysis

In this study, the mediation model attempts to simplify the process of explaining and clarifying the content, as the relationship between the dependent variables and the independent variables is through the mediating variable of the analysis.

Where a program called SPSS was used and the Preacher and Hayes method was used for the current study. The employee volunteer was used between the independent variable and the mediator, including Empowering Leadership, creative climate, service quality and job satisfaction.

The employee volunteer was used as a mediator between the independent variable-suspension variable, including leadership and the dependent variable innovative work behavior.

4.4.1 Regression of Empowering Leadership and Creativity Climate.

Table 12: Regression of Empowering Leadership and Creativity Climate.

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.029	1	43.029	48.120	<.001ᵇ
	Residual	213.715	239	.894		
	Total	256.745	240			
a. Dependent Variable: Cc						
b. Predictors: (Constant), EL						
Coefficientsᵃ						

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.315	.288		11.523	<.001	2.749	3.882
	EL	.367	.053	.409	6.937	<.001	.263	.471

a. Dependent Variable: Climate Creativity

From table9, we conclude that empowering leadership has a positive relationship with climate creativity while its value B is significant, the t-value is significant and the p-value is observed less than 0.01. Both Empowering Leadership and employee performance have positive signs that the hypothesis is acceptable.

As we can see from table 9, Presentation of the results of the current study There is a significant correlation that (B = 0.367, t = 6.937, p<0.001) as a leadership enabler has a value of B = 0.367, which displays the level of the relationship. It is noticeable that the results show that the value of B is positive, so the relationship is positive.

The summary in this hypothesis shows that the value of B is positive and the positive relationship between Empowering Leadership and employee performance at Oman Airports Company is identical to hypothesis H1 and the value of B co-e client is 0.367. This illustrates that if there is a change in one unit in Empowering Leadership, there is a possibility that climate creativity will increase the employee's career rate increased by 36.7%. Thus, the results in the above table provide a strong justification for the acceptance of the hypothesis.

4.4.2 Regression of Empowering Leadership and Job Performance.

Table 13: Regression of Empowering Leadership and Job Performance (ANOVA).

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.219	1	13.219	21.200	<.001ᵇ
	Residual	149.025	239	.624		
	Total	162.244	240			

a. Dependent Variable: JPerf

b. Predictors: (Constant), EL

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.757	.240		19.799	<.001	4.284	5.230
	EL	.203	.044	.285	4.604	<.001	.116	.290

a. Dependent Variable: Job Performance

From the above table10, we conclude that Empowering Leadership has a positive relationship with Job performance while its value B is significant, the t-value is significant and the p-value is observed less than 0.01. Both Empowering Leadership and employee performance have positive signs that the hypothesis is acceptable.

Presentation of the results of the current study There is a significant correlation that (B = 0.203, t = 4.604, p<0.001) as a leadership enabler has a value of B = 0.203, which displays the level of

the relationship. It is noticeable that the results show that the value of B is positive, so the relationship is positive.

The summary in this hypothesis shows that the value of B is positive and the positive relationship between Empowering Leadership and employee performance at Amman Airports Company is identical to hypothesis H2 and the value of B co-e cient is 0.203. This illustrates that if there is a change in one unit in Empowering Leadership, there is a possibility that performance will increase the employee's career rate increased by 20.3%. Thus, the results in the above table provide a strong justification for the acceptance of the hypothesis.

4.4.3 Regression of Empowering Leadership and Services Quality.

Table 14: Regression of Empowering Leadership and Services Quality.

ANOVAª						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.105	1	2.105	4.653	.032ᵇ
	Residual	108.135	239	.452		
	Total	110.240	240			
a. Dependent Variable: SQ						
b. Predictors: (Constant), EL						

Coefficientsª								
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	5.487	.205		26.812	<.001	5.084	5.891
	EL	.081	.038	.138	2.157	.032	.007	.155
a. Dependent Variable: Services Quality								

We also note from the above table11 that Empowering Leadership has a positive relationship with the quality of service to customers, while the B-value is important for analysis, and the t-value is also important, and the p-value is observed less. The hypothesis is acceptable Presentation of the results of the current study There is a significant correlation that (B = -0.081,

t = 2.157, p= 0.032) as Empowering Leadership has a value of B = 0.081 which plays the level of the relationship. It is noticeable that the results show that the value of B is positive, so there has relationship between them and the relationship is positively.

The summary in this hypothesis shows that the value of B is positive and the relationship between Empowering Leadership and service quality in Oman Airports Company is positive, which is different to hypothesis H3, and the value of B co-e cient is 0.081. This illustrates that if there is change in one unit in Empowering Leadership, there is the probability that the quality of services for customers will increase by 8.1% Thus, the results in the above table provide a strong justification for accepting the hypothesis.

4.4.4 Regression of Empowering Leadership and Employee Satisfactions.

Table 15: Regression of Empowering Leadership and Employee Satisfactions.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.529	1	91.529	90.496	<.001[b]
	Residual	241.730	239	1.011		
	Total	333.259	240			

a. Dependent Variable: Employee Satisfactions

b. Predictors: (Constant), EL

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.389	.306		7.809	<.001	1.787	2.992
	EL	.535	.056	.524	9.513	<.001	.424	.646

a. Dependent Variable: Employee Satisfactions

From the above table15, we also conclude that Empowering Leadership has a positive relationship with employee job satisfaction, while the B-value is important, the T-value is also an important task, and the P-value is observed less than 0.01. In both Empowering Leadership and employee satisfaction, it is also noted that there are positive signs that show that the hypothesis is acceptable. Presenting the results of the current study, there is a significant correlation that ($B = 0.535$, $t = 9.513$, $0.01 < p$) as Empowering Leadership has a value of $B = 0.535$, which displays the relationship level. It is noticeable that the results show that the value of B is positive, so the relationship is positive.

The conclusion in this hypothesis shows that the value of B is positive and the positive relationship between Empowering Leadership and job satisfaction in Oman Airports Company, which is identical to hypothesis H4.

The value of B co-e cient is 0.535. This depicts if there is a change in one unit in Empowering Leadership, then there is a probability that the employee's job performance will increase by 53.5%. Thus, the results in the above table provide a strong justification for accepting the hypothesis.

Mediation Analysis:
Creativity climate

Table 16: Regression of Empowering Leadership and creative climate.

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.4094	0.1676	0.8942	48.1200	1.0000	239.0000	0.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.3155	0.2877	11.5232	0.0000	2.7487	3.8823
EL	0.3667	0.0529	6.9369	0.0000	0.2625	0.4708

From the above table13, we conclude that the Empowering Leadership has a positive relationship to creative climate while its B-value is significant, the t-value is significant and the p-value is significantly less than 0.01. Both Empowering Leadership and a creative climate have positive signs that the hypothesis is acceptable.

Presenting the results of the current study, there is a significant correlation that ($B = 0.3667$, $t = 0.0529$, $p = 0.0000$) as an enabling factor for leadership has a value of $B = 0.3667$, and that the

higher and lower values are positive, which shows the level of the relationship. It is noticeable that the results show that the value of B is positive, so the relationship is positive.

The summary in this hypothesis shows that the value of B is positive and that the positive relationship to Empowering Leadership and creative climate in Oman Airports Company is identical to hypothesis H1 and the value of B co-e cient 0.3667. This shows that if there is a change in one unit in Empowering Leadership and creative climate, and there is a positive relationship and impact, the higher the percentage of the creative climate, the greater the Empowering Leadership effect, then there is a possibility that the performance will increase the employee's career rate by 36.67%. Thus, the results presented in the above table provide a strong justification for accepting the hypothesis.

Mediation Analysis:
Job Performance

Table 17: Regression of Empowering Leadership and Job Performance through Creative Climate.

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0 .3438	0.1182	0.6011	15.9477	2.0000	238.0000	0 .00

Model						
	coeff	se	t	p	LLCI	ULCI
constant	4.2036	0.2942	14.2866	0.0000	3.6239	4.7832
EL	0.1420	0.0475	2.9899	0.0031	0.0484	0.2356
Cc	0.1669	0.0530	3.1473	0.0019	0.0624	0.2714

From the above table17, we conclude that Empowering Leadership has a positive relationship with employee performance through the creative climate and it is an indirect relationship while its B-value is significant, t-value is significant and a significant p-value is less than 0.01. Both Empowering Leadership and employee performance through a creative climate have positive signs which indicate that the hypothesis is acceptable.

Presentation of the results of the current study, in the first section of the table above, there is a significant correlation between Empowering Leadership and employee performance and the observer (B = 0.1420, t = 2.9899 p) as a leadership enabling factor with a value of B = 0.1420, and the higher and lower values are positive, which displays the level of the relationship. The results show that the value of B is positive, so the relationship is positive.

Presentation of the results of the current study, in the second section of the table above, there is a significant correlation between the creative climate and the performance of the employee and the observer (B = .1669, t = 3.1473 p) as an enabling factor for leadership with a value of B = .1669, and the higher and lower values are positive, which displays the level of the relationship from Notice that the results show that the value of B is positive, so the relationship is positive.

The summary in this hypothesis shows that the value of B is positive and that the positive relationship between Empowering Leadership and job performance through the creative climate in Oman Airports Company is identical to hypothesis H5 and the value of B co-e cient.1669 and B co-e cient 0.1420. This shows that if there is a change in one unit in Empowering Leadership and creative climate, and there is a positive relationship and impact, the higher the percentage of the creative climate and the higher the percentage of Empowering Leadership, the higher the performance rate of the employee, then there is a possibility that the performance will lead to an increase in the employee's job performance rate by 16.69% and 14.20%. Thus, the results presented in the above table provide a strong justification for accepting the hypothesis.

Mediation Analysis:
 service quality

Table 18: Regression of Empowering Leadership and service quality through Creative Climate.

Model Summary							
R	R-sq	MSE	F		df1	df2	p
.2886	0.0833	0.4246	10.8138		2.0000	238.0000	0.0000
Model							
	coeff	se	t	p		LLCI	ULCI
constant	4.8840	0.2473	19.7506	0.0000		4.3969	5.3712
EL	0.0144	0.0399	0.3600	0.7192		0-.0643	0.0930
Cc	0.1820	0.0446	4.0829	0.0001		0.0942	0.2698

From the above table18, we conclude that Empowering Leadership has a positive relationship with service quality through the creative climate and it is an indirect relationship while its B-value is significant, the t-value is significant and the p-value is significant less than 0.01. Both Empowering Leadership and employee performance through a creative climate have negative signs which indicate that the hypothesis is acceptable.

 Presenting the results of the current study, the first section of the table above there is no significant correlation between Empowering Leadership and service quality and the observed (B = .0144, t =

.3600 p) as a Empowering Leadership factor has a value of B = .0144, and the higher value is positive and the lower value is negative, which Displays the level of the relationship. It is noticed that the results show that the value of B is positive and the lower and upper values are not the same, so the relationship is negative or there is no relationship.

Presenting the results of the current study, in the second section of the table above, there is a significant correlation between the creative climate and the quality of service and the observed (B = .1820, t = 4.0829 p) as an enabling factor for leadership with a value of B = .1820, and the higher and lower values are positive, which shows the level of the relationship from Notice that the results show that the value of B is positive, so the relationship is positive.

The summary in this hypothesis shows that the value of B is positive in both relationships, but the lower and higher values differed, which indicates from the conclusion that there is no relationship between Empowering Leadership and service quality through the creative climate, and that the relationship is negative, not accept to hypothesis H6 and the value of B co-e cient.0144 and B co -e cient0.1820 This shows that if there is no change in one unit in Empowering Leadership and service quality, and there is no relationship or positive impact, the higher the percentage of the creative climate, the lower the percentage of Empowering Leadership and the lower the percentage of service quality.

Table 19: Regression of Empowering Leadership and employee satisfaction through creative climate.

Model				
	coeff	se	t	p
LLCI		ULCI		
Constant	3.3155	.2877	11.5232	.0000
2.7487		3.8823		
EL	.3667	.0529	6.9369	.0000
.2625		.4708		

OUTCOME VARIABLE:						
employee satisfaction						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.7376	.5441	.6384	142.0002	2.0000	238.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
Constant	.2405	.3032	.7931	.4285	-.3569	.8378
EL	.2971	.0490	6.0694	.0000	.2007	.3936
Cc	.6482	.0547	11.8589	.0000	.5405	.7558

From the above table16, we conclude that Empowering Leadership has a positive relationship with job satisfaction through creative climate and it is a direct relationship while its B-value is significant, t-value is significant and a significant p-value is less than 0.01. Both Empowering Leadership and job satisfaction through a creative climate have positive signs which indicate that the hypothesis is not acceptable.

Presenting the results of the current study, the first section of the table above there is no significant correlation between Empowering Leadership and employee satisfaction and the observer (B = .2971, t = 6.0694 p) as a Empowering Leadership factor with a value of B = .2971, and the higher and lower values are positive, which shows the level of Relationship It is accept that the results show that the value of B is positive and the lower and upper values are the same, so the relationship is positive and there is a relationship.

Presenting the results of the current study, in the second section of the table above, there is a significant correlation between the creative climate and the quality of service and the observed (B = .6482, t = 11.8589 p) as an enabling factor for leadership with a value of B = .6482 and that the higher and lower values are positive, which displays the level of the relationship from Notice that the results show that the value of B is positive, so the relationship is positive.

The summary in this hypothesis shows that the value of B is positive in both relationships, and the lower and higher values are positive, which indicates from the conclusion that there is a relationship between Empowering Leadership and job satisfaction through the creative climate, and that the positive relationship is identical to hypothesis H7 and the value of B co-e cient.2971 and B co- e cient0.6482 This shows that if there is a change in one unit in Empowering Leadership and job satisfaction, and there is a relationship and positive impact, the higher the creative climate and the higher the Empowering Leadership rate, the higher the job satisfaction rate.

5.5. Accepted and Rejected Hypothesis

Summery

The table below summarizes all the accepted and rejected hypotheses:

Hypothesis	Statement	Result
H_O1	There is a positive and significant relationship between empowering leaderships creativity climate.	Accepted

H$_O$2	**The relationship is a positive and significant between the empowering leadership and Job Performances.**	Accepted
H$_O$3	**The relationship is a positive and significant between the empowering leadership and Quality service.**	Accepted
H$_O$4	**The relationship is a positive and significant between empowering leadership and employees 'satisfactions.**	Accepted
H$_O$5	**The relationship is a positive and significant between the empowering leadership and Job Performances through climate creativity.**	Accepted
H$_O$6	**The relationship is a positive and significant between the empowering leadership and Quality service through climate creativity.**	Rejected
H$_O$7	**The relationship is a positive and significant between the empowering leadership and employees' satisfactions through climate creativity.**	Accepted

Chapter Five: Discussion & Conclusion

5.1. Introduction

In the final section of the study, we discuss the relationship between the variables in detail and also include acceptance and rejection of our hypothesis. We will also discuss the theoretical and practical implications of the study and limits, and also suggest guidelines for future study

In this final section of the study, the relationship between the variables and their impact is discussed in detail. It includes a discussion of acceptance and rejection and its theoretical and practical effects for the study. The study is concerned with measuring the impact of variables on Empowering Leadership through the creative climate. We also suggest future guidelines and solutions that will help change the Oman Airports Company's plan for a better future.

5.2. Discussion

The main objective of the study is to direct the investigation and survey the appropriate responses to several unanswered inquiries regarding the overall leadership relationship with employee performance, service quality and employee satisfaction by creating a creative climate for them by collecting data from Oman Airports Company employees in all their job departments, where the percentage of respondents reached 241. Since employees in all organizations play an essential role

in contributing to the success of any company due to Empowering Leadership, employees in most organizations feel more motivated and thus, serve their best. Since all the leaders in Oman Airports Company trust their employees, and thus employees trust their leaders, which leads to more achievement, innovation and creativity,

In this chapter, we will discuss the seven hypotheses with and compare them with the results of the respondents:

5.2.1 The relationship between Empowering Leaderships and Creativity Climate.

We note that there is a positive relationship between Empowering Leadership and the creative climate shown by the results from the preparation of the respondents. The management of Oman Airports Company should pay attention to the creative climate and give employees incentives, encouragement and interest to have the power of leadership, innovation and creativity and to achieve the goals of the company.

5.2.2 The relationship between the Empowering Leadership and Job Performances.

It also notes that there is also a strong and positive relationship between Empowering Leadership and employee performance, and the results for preparing the respondents are in complete agreement with the hypothesis, which is that whenever Empowering Leadership is strong, effective and wise, the employee's performance is strong and effective. The relationship between them is strong to a long extent, as it shows that there is a clear response from Empowering Leadership and employee performance It is completely identical to the previous studies. The previous study proved, with the same results, that the relationship between Empowering Leadership and employee performance is positive.

In summary, the stronger the empowerment, the stronger the employee's performance and the completion of his work. Therefore, the Oman Airports Company must pay wide attention to Empowering Leadership and give it the right direction to achieve the company's plans.

5.2.3 The relationship between the Empowering Leadership and Quality Service.

It is noted in this hypothesis that there is a positive relationship between climate empowerment and service quality, which is evident from the results of the respondents to the study, which is that

the relationship is strong as it increases and the percentage of Empowering Leadership increases and the quality of service increases.

But the results of the respondents were identical to the hypothesis, which indicates that the hypothesis is acceptable. The results indicate that, the service quality is considered the independent variable in this study. It is considered the variable that gains a relationship with the customer. All institutions pay great attention to service quality, as it is the main gateway to the advancement and achievement of all the achievements and objectives of the institution.

Amman airports, like other institutions, always pay great attention to services, so the income of Amman airports was from providing the best services.

The more sophistication and interest in giving and services increases, the customer's loyalty to the institution increases, and this is what all institutions witness, whether in the private sector or the government sector.

In conclusion, Empowering Leadership plays a strong role between it and service quality. Oman Airports must take care and master how to play an effective role in empowering the leadership, increasing its strength and motivating it so that the quality of service is effective and high, which helps the company to achieve all its objectives.

5.2.4 The relationship between empowering leadership and Employees Satisfactions.

It is noted from the clear results of the number of respondents that there is a strong relationship between Empowering Leadership and employee satisfaction, which is shown by the results through the program. Since the results confirm that the relationship between Empowering Leadership and employee satisfaction is strong, they are in complete agreement with the H4 hypothesis, and confirm that the hypothesis is acceptable.

Referring to some previous studies that also confirm the acceptance of the hypothesis, and the study confirms that there is a strong relationship between Empowering Leadership and employee satisfaction, as the results are completely identical to the hypothesis.

The conclusion is that the management of Oman Airports Company should make every effort to build a strong Empowering Leadership and continue with the same plans to build this

empowerment. What was shown by the results of the respondents indicated that Amman airports have a strong relationship between management and employee satisfaction, and this is a good indicator and indicative of the success of the management of the institution.

Assuming the employee is considered very important to complete all his work tasks entrusted to him, all the institutions make every effort to satisfy the employee because they know that the employee's satisfaction is evidence of their success, there are many strategies and many ways to reach the complete satisfaction of the employee.

Institutions must develop their management by urging them and giving them training courses that qualify them to have a strategy in how to persuade and reach the full satisfaction of the employee in order to reach the stage of success.

When management is strong and empowerment is strong, employee satisfaction will increase and company goals will be achieved. Therefore, Oman Airports Company must build a strategy to qualify its employees based on the strength of Empowering Leadership to be qualified for good management and Empowering Leadership.

5.2.5 The relationship between the Empowering Leadership and Job Performances through Climate Creativity.

The results of preparing the questionnaire for the employees of Oman Airports Company proved that the relationship between Empowering Leadership and employee performance through the creative climate is that the relationship is positive and that there is a strong relationship.
It is an indication that there is a strong correlation and correlation between Empowering Leadership and employee performance through the creative climate. The result was completely identical to hypothesis H5, which indicates that the hypothesis is acceptable.
The hypothesis was also in complete agreement with some of the previous studies, and it also confirms that there is a strong and fully interconnected relationship between Empowering Leadership and employee performance in the organization through the creative climate.
The result was completely identical to the hypothesis and also identical to some results of some previous studies.

Therefore, the Amman Airports Department should pay much attention to managing Empowering Leadership and also pay attention to the creative climate. From my point of view, and from the results of preparing the respondents, the creative climate has a very effective role in managing Empowering Leadership and employee performance. The climate works to create conditions, encourage and motivate employees, and play a role in training them and increasing them. Confidence for them and building goals for them and giving them confidence in decision-making. These reasons pay attention to the creative climate. When the quality of the creative climate increases, the strength of Empowering Leadership increases, and then the employee's performance increases, and finally the company achieves its goals.

It is noticeable that the relationship is strong, but it is not in the first place. Therefore, Oman Airports Company must make plans and training sessions for its employees who are leaders so that they have experience in the strategies of the creative climate and diversity in it in all its methods and in all its types in order to create the conditions for them and for the employee's performance to be effective and with a new invention and innovation.

5.2.6 The relationship between the Empowering Leadership and Quality Service through Climate Creativity.

The results of the questionnaire preparation for the employees of Oman Airports Company proved that the relationship between Empowering Leadership and service quality through the creative climate is that the relationship is negative and that there is no relationship or correlation between them, which confirms the results in preparing the respondents, as well as the measurement of factor B indicates that the interdependence between employees is not a strong correlation and to the degree Required but there is no relationship or there is a very weak relationship.

It is an indicator that indicates the indirect relationship between Empowering Leadership and service quality through the creative climate. The mediating factor between them is the creative climate, which greatly affects the relationship.

The results were completely inconsistent with the hypothesis and unacceptable, as it was the opposite of the hypothesis. Perhaps the results of some studies were completely identical to the hypothesis and some studies were completely identical to the results of the responders. This differs completely from one institution to another, from one place to another, and from the number of respondents.

In conclusion, the relationship between Empowering Leadership and service quality is a positive one and a strong interconnection between them.

But when the indirect factor and the mediating factor entered, the results changed and the relationship was negative, which means there is no effect on the creative climate for service quality and Empowering Leadership.

This indicates that the management of Oman Airports should be concerned with the quality of service. This is a very important factor, especially in companies that have a strong client relationship. Quality of service is an indicator of the success of the organization and the achievement of its goals. Service is very important and an important factor as well, as well as service quality is related to empowering leadership, both of which have a strong relationship. The stronger the Empowering Leadership, the higher the quality of service. The relationship is very strong and it is a direct relationship. The mediating factor, which is the creative climate, has no effect at all, but the results of the respondents proved that the hypothesis was not accepted. Therefore, Oman Airports Company must pay attention to empowering leadership and increasing service, because both are linked to each other.

5.2.6. The relationship between the Empowering Leadership and Employees' Satisfactions through Climate Creativity.

The results from the preparation of the questionnaire for the employees of the Oman Airports Company proved that the relationship between Empowering Leadership and employee satisfaction through the creative climate is that the relationship is positive and that there is a strong relationship and strong correlation between them, which confirms the results in the preparation of respondents, as well as the measurement of the B factor indicating that the interdependence between employees is strong interdependence And to the required degree, which confirms that there is a strong relationship and strong interdependence.

It is an indicator that indicates the indirect relationship between Empowering Leadership and employee satisfaction through the creative climate. The mediating factor between them is the creative climate, as it has a strong influence on the relationship.

It is an intermediary and indirect factor, but it has a strong connection and influence on the relationship. The results were identical to the hypothesis and acceptable, as it is the same hypothesis. Perhaps some of the studies had their results completely identical to the hypothesis and some of the studies were not identical to it, which is shown by the results of the respondents.

This differs completely from one institution to another and from one place to another and from the number of respondents and their educational level and categories.

In conclusion, the relationship between Empowering Leadership and employee satisfaction is a positive relationship and a strong interdependence between them Through the creative climate, which was shown by the results and what was shown by the value of B, the results indicated the strength of the relationship.

The bottom line is that the Oman Airports Administration must pay attention to the satisfaction of the employees and master the art of dealing with them and achieve the style of loyalty to the company. This is a very important factor, assuming the employees make the employee accomplish his work and sacrifice for his organization and make the effort for it and achieve its goals and achieve its strategy.

The mediating and indirect factor has a very strong relationship with employee satisfaction, which showed the results and the hypothesis. This indicates that the management in Amman Airports Company must create the appropriate atmosphere for its employees, provide them with means of comfort, give them incentives and encouragement, give them complete confidence and take care of them so that the employee is fully satisfied with his organization.

The more the institution pays more attention to Empowering Leadership and the more attention it pays to the creative climate, the greater the employee's satisfaction with the institution, and the greater the employee's satisfaction, the goals of the institution will be achieved.

Conclusion

In the current study, a field was created for the impact of Empowering Leadership on employee performance, service quality and employee satisfaction through the creative climate, which is a very common and important field, especially in the new era in order to achieve the power of success around the world. The main objective of the research was to explore the impact of Empowering Leadership the creative climate. This research also proved the effect of Empowering Leadership on employee performance, service quality, and employee satisfaction through the creative climate. The study also noted that there is an effect between the creative climate and Empowering Leadership through collecting the data contained in this study in order to make an analysis of the survey models. Distributed in Amman Airports Company.

A total of 241 respondents from Oman Airports Company employees at their various job levels were collected for analysis because they have the most complete and appropriate information.

It was the primary contribution of the study that prompted much of the current literature because there was less work in the study of Empowering Leadership along with the creative climate as a mediator, employee performance, service quality, and employee satisfaction as a coordinator.

In this study, seven hypotheses were examined and verified according to H_O1, H_O2, H_O4, H_O5 and H_O7 the Oman Airports Company questionnaire.

It was rejected H_O3 and H_O6 according to the context of the Amman Airports questionnaire, in addition to supporting some of the previous literature.

Recommendations

This study focused on the dimensions of service quality, leadership empowerment in Oman Airports Company, and how to achieve employee satisfaction, loyalty, and job performance. It also focused on the role of job empowerment for service quality. The study provides empirical evidence that allows decision makers in Oman Airports Company to focus more on how employees view leadership empowerment, which helps to attract customers and employee loyalty to the company by increasing their satisfaction and loyalty. The results of the research will also provide new insights about the dimensions of leadership empowerment in Oman Airports Company to make employees more satisfied and loyal to their organizations.

Based on the outputs and conclusions of this thesis, senior management and decision makers in Oman Airports Company are advised to:

1. Oman Airports Company decision makers are advised to extend leadership empowerment improvement to employee satisfaction as the next indicator that affects employee loyalty.
2. To generate revenue in the long term, Oman Airports Company decision makers are advised to enhance the overall leadership empowerment dimensions.

3. Enhancing the dimensions of leadership empowerment would help decision makers and senior management in formulating and improving the strategies and policies of their organizations, leading to a better reputation and more competitive advantage.

4. This study will allow policy makers to understand the value of leadership empowerment and its impact on employee satisfaction and loyalty at all airports in the Sultanate of Oman in order to increase the quality of leadership and achieve maximum returns that will lead to strengthening competitive budgets in the Sultanate of Oman.

5. This study will allow policy makers to understand the value of leadership empowerment and its impact on employee satisfaction and loyalty at airports in the Sultanate of Oman in order to increase service quality and achieve maximum returns that will lead to strengthening economic budgets in the Sultanate of Oman.

6. We urge decision makers at airports to track, develop and enhance leadership empowerment characteristics as a whole, contribute to a higher level of employee satisfaction and provide employees with a greater opportunity to pursue further studies in the same company, as well as endorse and engage their family, friends and employers in word-of-mouth.

7. And. Decision makers in all airports in the Sultanate of Oman are directed to develop employees' communication skills and create effective dimensions of leadership empowerment to improve employees' theoretical and practical skills.

8. This study allows decision makers to understand the importance of leadership empowerment and its impact on employee satisfaction and loyalty, which will lead to enhancing service quality and accreditation in competitive service quality in Oman locally and internationally and gaining more competitive advantages.

9. Decision makers at Oman Airports are urged to pay more attention to improving the company's response dimension by providing employees with quick service and controlling the readiness to respond to inquiries from all customers from all institutions.

10. Employees are also encouraged and motivated to pay more attention to customer emails; For any inquiries they need. A quick response to emergency phone calls is also required.

11. It is expected that decision makers at Oman Airports will pay more attention to enhancing the organization's assurance factor by inspiring employees and giving them full confidence. The organization also recommends enhancing the efficiency and capabilities of employees through a strategy to recruit qualified and highly qualified employees.

12. Oman Airports Company decision makers are advised to pay more attention to consider the empathy dimension by educating employees to deal with customers and paying more attention to them personally. The organization as a whole should too.

13. Taking care of employees and paying more attention to them through updating strategies, policies and procedures that build employee confidence and increase the strength of their leadership empowerment.

14. Conducting training courses for leadership empowerment and service quality to increase interest in the institution and loyalty to them and to build employee confidence and experience.

Implications for the theory

The main purpose of this thesis is to gain a better understanding of the level of leadership empowerment and its impact on employee satisfaction, performance and service quality at all airports in the Sultanate of Oman. To achieve the objective of this study and answer all relevant questions. A theoretical framework was developed and all collected data were analyzed to test all the hypotheses of this study.

In general, this study sought to know the impact of leadership empowerment and employee satisfaction and performance by studying the impact of three attributes of leadership empowerment in the creative field.

More specifically, this study will also encourage all Omani researchers to study the impact of leadership empowerment all airports in Oman due to the lack of many studies on this topic in Oman.

Limitations and future studies

This research aims to discuss the impact of aspects of leadership empowerment on student satisfaction and performance. Similar to some of the other studies, this study has some limitations:

The first limitation is related to the sample size and the method of data collection. The study collected 241 respondents from all airports in the Sultanate of Oman using an appropriate sampling procedure. Therefore, future research could provide more accurate and comprehensive samples to help understand the impact of leadership empowerment on employee satisfaction, loyalty and service quality for customers at all Amman airports. Future studies could also provide a more convenient and representative sampling structure.

The second limitation is the five sections only. Samples for this study were collected from narrow departments in Amman Airports Company, exactly 5 departments only. To obtain better representative results for Oman Airports Company; Future studies can collect samples from all departments in Amman airports to gather more accurate and comprehensive information. The more respondents from different departments, the more accurate the results.

The third constraint is the determination of a population-specific component. The study looks at only one of the stakeholders, which is the employee only, and ignores stakeholders such as the government, subsidiaries, ministries, customers and suppliers. Therefore, future studies can expand to a broader and more comprehensive scope to include employees with stakeholders.

The fourth constraint is the study of this research the relationship between leadership empowerment and employee satisfaction and performance and service quality. Therefore, future studies can cover the impact of leadership empowerment on Oman airports from multiple models of dimensions that include more variables for employees such as motivation, encouragement, access, investment, performance and service quality.

The fifth constraint is the measurement methods for the study, and this research applied the leadership empowerment model to measure the impact of leadership empowerment traits that are recommended to be used in all fields, but there are multiple and diverse techniques that measure in particular the impact of leadership empowerment on the functional area only. Therefore, future studies can use modern techniques and assessment tools for leadership empowerment with a leadership empowerment model.

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Appendix

Questionnaire

Dear Participant,

This questionnaire is among the requirements of the master's thesis in Business Administration at A'Sharqiyah University, where we are doing research entitled, The effect of Empowering Leadership for Job Performance, Quality services and Employee Satisfactions by Climate Creativity in Oman airports. There are no right or wrong answers as long as you do it honestly so that your answers to this questionnaire are treated with the utmost confidentiality. The survey result will be analyzed for academic and scientific purposes only. Your responses will contribute

to this academic research. Your participation in this survey takes no more than 3 minutes. We thank you for your cooperation in conducting this study.

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Researcher

SECTION I: RESPONDENT'S PERSONAL BACKGROUND INFORMATION

- Age □below 25   □26-35   □36-45   □46-55 □55 or above
- Gender   □male = 1   □female = 2
- Education □high school   □college degree   □bachelor degree   □graduate degree
- Work experience   How long have you worked?
  □less than 1 year   □1-3 years   □4-6 years   □7-10 years   □more than 11 years

SECTION II: The following items describe for 4 D for **Empowering leadership** Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided.

Please indicate to what extent you agree with the following statements	Totally disagree	Disagree	Neutral	Agree	Totally agree
D1: Enhancing the meaningfulness of work:					
1. My manager helps me understand how my objectives and goals relate to that of the company	1	2	3	4	5
2. My manager helps me understand the importance of my work to the overall effectiveness of the company	1	2	3	4	5
3. My manager helps me understand how my job fits into the bigger picture.	1	2	3	4	5
D2: Fostering participation in decision making:	1	2	3	4	5
4. My manager makes many decisions together with me	1	2	3	4	5
. 5. My manager often consults me on strategic decisions	1	2	3	4	5
6. My manager solicits my opinion on decisions that may affect me	1	2	3	4	5

D3: Expressing confidence in high performance:	1	2	3	4	5
7. My manager believes that I can handle demanding tasks.	1	2	3	4	5
8. My manager believes in my ability to improve even when I make mistakes.	1	2	3	4	5
9. My manager expresses confidence in my ability to perform at a high level	1	2	3	4	5
D4: Providing autonomy from bureaucratic constraints:	1	2	3	4	5
10. My manager allows me to do my job my way	1	2	3	4	5
11. My manager makes it more efficient for me to do me job by keeping the rules and regulations simple	1	2	3	4	5
12. My manager allows me to make important decisions quickly to satisfy customer needs.	1	2	3	4	5

SECTION III: The following items describe the **Job performance** refers to task performance or in-role job performance. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided.

Please indicate to what extent you agree with the following statements	Totally disagree	Disagree	Neutral	Agree	Totally agree
1- complete my tasks on time.	1	2	3	4	5
2- I meet/exceed my goals	1	2	3	4	5
3- I make sure that services meet/exceed quality standards	1	2	3	4	5
4- I respond quickly when problems come up	1	2	3	4	5

SECTION IV: The following items describe the **services quality**. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided.

Please indicate to what extent you agree with the following statements	Totally disagree	Disagree	Neutral	Agree	Totally agree
1. I feel strongly about improving the quality of my organization's services	1	2	3	4	5
2. I enjoy discussing quality-related issues with people in my organization	1	2	3	4	5
3. I gain a sense of personal accomplishment in providing quality services to my customers	1	2	3	4	5
4. I explain to all of my employees the importance of providing high quality services to our customers	1	2	3	4	5
5. I often discuss quality-related issues with people outside of my organization	1	2	3	4	5
6. Providing high quality services to our customers should be the number one priority of my organization	1	2	3	4	5
7. I am willing to put in a great deal of effort beyond that normally expected in order to help my organization deliver high quality services to our customers	1	2	3	4	5
8. The way I feel about quality is very similar to the way my organization feels about quality	1	2	3	4	5
9. I really care about the quality of my organization's **services**	1	2	3	4	5

SECTION VI: The following items describe the **climate creativity.** Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided.

Please indicate to what extent you agree with the following statements	Totally disagree	Disagree	Neutral	Agree	Totally agree

	1	2	3	4	5
1. • **How would you rate the job knowledge and skills of employees in your business** to deliver superior quality work and service?	1	2	3	4	5
2 • How would you rate efforts to measure and track the quality of the work and service in your business	1	2	3	4	5
3 • How would you rate the recognition and rewards employees receive for the delivery of superior work and service?	1	2	3	4	5
4• How would you rate the overall quality of service provided by your business?	1	2	3	4	5
5. How would you rate the leadership shown by management in your business in supporting the service quality effort?	1	2	3	4	5
6 • How would you rate the effectiveness of our communications efforts to both employees and customers?	1	2	3	4	5
7. How would you rate the tools, technology, and other resources provided to employees to support the delivery of superior quality work and service?	1	2	3	4	5

SECTION V: The following items describe **employee satisfaction.** Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided.

Please indicate to what extent you agree with the following statements	Totally disagree	Disagree	Neutral	Agree	Totally agree
1. **Target setting and career planning**	1	2	3	4	5
2. **Training and retraining programs.**	1	2	3	4	5
3. **Organizations reward and recognition scheme**	1	2	3	4	5

4. Promotion and career development opportunities	1	2	3	4	5
5. Work environment location space amenities	1	2	3	4	5
6. Health and Safety provisions.	1	2	3	4	5
7. Availability of Job requirement information.	1	2	3	4	5
8. Involvement in the total quality process	1	2	3	4	5
9. Communication at lower and organization level	1	2	3	4	5
10. Training and Retraining programs.	1	2	3	4	5

جامعة الشرقية
A'SHARQIYAH UNIVERSITY

استبيان

تأثير التمكين القيادي على الأداء الوظيفي وخدمات الجودة ورضـــا الموظفين من خلال مناخ الإبداع الإداري في المطارات العمانية.

أخي المشارك / أختي المشاركة   تحية طيبة وبعد ....

يعتبر هذا الاستبيان ضمن متطلبات أطروحة الماجستير في إدارة الأعمال من جامعة الشرقية، حيث نجري بحث بعنوان: تأثير التمكين القيادي على الأداء الوظيفي وخدمات الجودة ورضا الموظفين من خلال مناخ الإبداع الإداري في المطارات العمانية. لا توجد هناك إجابات صـحيحة أو خاطئة ما دمت تفعل ذلك بكل أمانة، حيث سـوف يتم التعامل مع إجاباتك على هذا الاستبيان بمنتهى من السريّة. سيتم تحليل نتيجة الاستطلاع للأغراض الأكاديمية والعلمية فقط. ستساهم ردودك بشكل فعال جداً في هذا

البحث الأكاديمي. لا تستغرق مشاركتك في هذا الاستبيان أكثر من 3 دقائق فقط، ونتقدم لك بالشكر الجزيل على تعاونك في إجراء هذه الدراسة.

القسم الأول: البيانات الشخصية

١.	**الجنس**	☐ذكر	☐أنثى	
٢.	**الحالة الاجتماعية**	☐أعزب	☐متزوج	☐مطلق
٣.	**المستوى التعليمي**	☐دكتوراه أو أعلى	☐ماجستير	☐بكالوريوس
		☐دبلوم	☐ثانوية عامة فأقل	
٤.	**العمر**	☐أقل من 25 عام	☐من 25 إلى أقل من 35 عام	
		☐من 35 إلى أقل من 45 عام	☐45 عام فأكثر	
٥.	**سنوات الخبرة في المؤسسة**	☐أقل من سنة	☐من سنة إلى أقل من خمس سنوات	
		☐من خمس إلى أقل من عشر سنوات	☐عشر سنوات فأكثر	
٦.	**عدد الوظائف التي شغلتها في المؤسسة**	☐الوظيفة الحالية فقط	☐وظيفتين فقط	
		☐ثلاث وظائف فقط	☐أكثر من ثلاث وظائف	
٧.	**الوظيفة الحالية**	☐مدير عام / مساعد مدير عام	☐مدير/ مساعد مدير	☐إداري
		☐رئيس قسم	☐فني/ مهندس	☐غير ذلك,..............

القسم الثاني: تصف العناصر التالية القيادة من أجل التمكين، يرجى الإشارة إلى مدى موافقتك على العبارة التالية من خلال تدوير الرقم المناسب على مقياس التصنيف المقدم.

7	← ▬▬▬▬	1	البند

A. التمكين القيادي: (Rapp 2005)

	البند	1	2	3	4	5	6	7
١.	يشجعني المدير على إيجاد حلول لمشكلات العمل بدون تدخل مباشر منه	1	2	3	4	5	6	7
٢.	يحثني المدير على تحمل مسؤولياتي في العمل بنفسي	1	2	3	4	5	6	7
٣.	يحثني المدير على حل المشكلات الطارئة بدون انتظار الموافقة الرسمية منه.	1	2	3	4	5	6	7
٤.	يحثني المدير على البحث الذاتي عن حلول المشكلات بدون اشراف من الاخرين	1	2	3	4	5	6	7
٥.	يحثني المدير على التفكير في المشكلة كفرصة للتطوير وليس كعقبة	1	2	3	4	5	6	7
٦.	يشجعني المدير على البحث عن الفرص في مشكلات العمل التي أوجهها	1	2	3	4	5	6	7
٧.	يشجعني المدير على النظر لممارستي غير الناجحة على أنها فرصة للتعلم.	1	2	3	4	5	6	7
٨.	يشجعني المدير على العمل بروح الفريق مع زملائي في المؤسسة	1	2	3	4	5	6	7
٩.	يشجعني المدير على التعاون مع زملائي في العمل.	1	2	3	4	5	6	7
١٠.	يشجعني المدير على تنسيق جهودي مع زملائي في العمل	1	2	3	4	5	6	7

البند	1	←	7

القسم الثالث: تصف العناصر التالية أداء المهمة، يرجى توضيح إلى أي مدى توافق على البيان التالي عن طريق تدوير الرقم المناسب على مقياس التصنيف المقدم. 1-غير موافق بشدة.7-موافق بشدة،

B. أداء المهمة: (Yilmaz's 2015)

	البند	1	2	3	4	5	6	7
١.	أتفوق على زملائي بأداء مهام العمل.	1	2	3	4	5	6	7
٢.	لدى القدرة على العمل والتكيف مع الحالات الطارئة بشكل مناسب.	1	2	3	4	5	6	7
٣.	أتمكن من إنجاز أهداف العمل الموكلة لي بفعالية.	1	2	3	4	5	6	7
٤.	لا أتأخر ولا أغادر مكان العمل مبكراً.	1	2	3	4	5	6	7
٥.	أهدف إلى إنجاز مهام عملي بشكل مثالي.	1	2	3	4	5	6	7
٦.	أنا حذر ونادراً ما أرتكب الأخطاء.	1	2	3	4	5	6	7

القسم الرابع: تصف البنود التالية جودة الخدمات، يرجى توضيح إلى أي مدى توافق على البيان التالي عن طريق تدوير الرقم المناسب على مقياس التصنيف المقدم. 1-غير موافق بشدة.7-موافق بشدة،

C. : جودة الخدمات التي تقدمها للمستفيدين: (Akhter, 2011)

	البند	1	2	3	4	5	6	7
١.	أستطيع تفهم الحاجات الخاصة بالمستفيدين	1	2	3	4	5	6	7
٢.	أفي بالوعود التي أقطعها على نفسي للمستفيدين فيما يتعلق بتقديم الخدمات في الوقت المحدد	1	2	3	4	5	6	7
٣.	عند حدوث الأخطاء، أقوم بإيلائها كل الاهتمام بقصد حلها بسرعة	1	2	3	4	5	6	7
٤.	لا أشعر بأنني مشغول جدا خصوصا إذا تعلق الأمر بتقديم خدماتي للزبائن	1	2	3	4	5	6	7
٥.	أوفر خدماتي بشكل سريع للزبائن والمستفيدين	1	2	3	4	5	6	7
٦.	أستطيع تفهم الحاجات الخاصة بالمستفيدين	1	2	3	4	5	6	7
٧.	أقوم دائما بتوضيح جميع الخطوات للمستفيدين، التي أسلكها للرد على استفساراتهم	1	2	3	4	5	6	7
٨.	أتعامل مع جميع الزبائن بلباقة وكياسة	1	2	3	4	5	6	7
٩.	لدي المعرفة والقدرة على الرد على استفسارات وتساؤلات المستفيدين	1	2	3	4	5	6	7
١٠	إذا وجد مشكلة لدى أحد المستفيدين أعطيه اهتماما خاصا وحصريا	1	2	3	4	5	6	7
١١	سلوكي مع المستفيدين يغرس ويعزز الثقة لديهم	1	2	3	4	5	6	7

القسم الخامس: تصف العناصر التالية ملاءمة المناخ الإبداعي، يرجى توضيح إلى أي مدى توافق على البيان التالي من خلال اختيار الدرجة وفق المقياس 1-غير موافق بشدة.7-موافق بشدة،

D. المناخ الإبداعي: (Kim and Yoon 2015)

	البند	1	2	3	4	5	6	7
١.	تسخر الإدارة العليا موارد كافية للابتكار والتطوير	1	2	3	4	5	6	7
٢.	يمكن وصف الإدارة في مطارات عمان بالمرونة والقدرة المستمرة على التكيف مع التغييرات	1	2	3	4	5	6	7
٣.	تتيح الإدارة العليا للعاملين حل مشاكل العمل باستخدام طرق واليات متعددة	1	2	3	4	5	6	7
٤.	يشجع نظام الحوافز لدى مطارات عمان على تطوير واستحداث أفكار جديدة	1	2	3	4	5	6	7
٥.	تقدر الإدارة العليا بشكل صريح الموظفين المبدعين والمبتكرين	1	2	3	4	5	6	7

القسم السادس: تصف العناصر التالية الرضا الوظيفي، يرجى الإشارة إلى مدى موافقتك على البيان التالي من خلال اختيار الدرجة وفق المقياس 1-غير موافق بشدة.7-موافق بشدة،

E. الرضا الوظيفي: (Brayfield & Rothe 1951)

7	6	5	4	3	2	1	أنا راضٍ ومرتاح تماما في عملي/وظيفتي الحالية	.١
7	6	5	4	3	2	1	في أغلب الأحيان، أذهب الى عملي منشرح الصدر	.٢
7	6	5	4	3	2	1	أشعر بأنني أكثر سعادة في عملي من معظم الموظفين الاخرين	.٣
7	6	5	4	3	2	1	أحب عملي أكثر من غيري من الموظفين	.٤
7	6	5	4	3	2	1	تقدم لي وظيفتي أكثر مما أتوقع	.٥
7	6	5	4	3	2	1	أنا بالتأكيد أحب عملي	.٦

القسـم الســابع: تصـف العناصـر التالية الالتزام التنظيمي – العاطفي، يرجى الإشــارة إلى مدى موافقتك على البيان التالي من غير موافق بشدة.1-موافق بشدة، 7- :خلال اختيار الدرجة وفق المقياس

F. الالتزام التنظيمي – العاطفي: (Allen and Meyer, 1990)

7	6	5	4	3	2	1	سأكون بغاية السعادة إذا ما قضيت باقي حياتي المهنية في هذه المؤسسة	.1
7	6	5	4	3	2	1	أشعر حقا بان مشاكل هذه المؤسسة جزء من مشاكلي الشخصية	.2
7	6	5	4	3	2	1	أشعر بأنني "جزء من عائلتي" في هذه المؤسسة.	.3
7	6	5	4	3	2	1	أشعر بأنني مرتبط عاطفياً بالعمل في هذه المؤسسة	.4
7	6	5	4	3	2	1	لدي شعور قوي بالانتماء لهذه المؤسسة.	.5
7	6	5	4	3	2	1	هذه المؤسسة تعني لي الكثير على الصعيد الشخصي.	.6
7	6	5	4	3	2	1	أشعر بالمتعة عند الحديث عن مؤسستي مع أناس من خارج المؤسسة	.7
7	6	5	4	3	2	1	من الصعب أن أرتبط بمؤسسة أخرى كدرجة ارتباطي بهذه المؤسسة	.8