

The Impact of global best practices implementation to the development of Government Health Service Centers in Jordan

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Abstract

It is generally agreed that human resources are the single most significant feature of any firm. Furthermore, they are an indispensable factor in achieving both excellence and commercial success. As well as this, human resources, which are the most precious asset, are now the source of the long-term competitive advantage of a firm. The current focus on the employee as the organization's primary source of human capital management is likely where the interest in empowerment originated. The primary objective of this study is to demonstrate both the significance of employee empowerment in any type of company and the impact that empowerment has had on the growth of governmental service centres in Jordan. Using quantitative research methodology, the study recommends the necessity of three things: Work to increase citizens' awareness of the quality of services provided through government service centers; Attention to raising the level of quality of services provided through government service centers and providing all needs and capabilities; Interest in developing the capabilities of workers in government service centres in Jordan by providing courses and training programme; and Interest in developing the capabilities of workers in government service centres in Jordan by providing courses and training programme.

Keywords: Governmental Services, Jordan, Employees Empowerment, organization.

Introduction

E-government is one of the modern and advanced methods that governments of countries deal with to use modern technology to provide citizens with better, faster, and easier mechanisms to access government resources, both informational and service-related, and even give citizens better opportunities to share their opinions and suggestions with the various governmental institutions. E-government is one of the modern and advanced methods that governments of countries deal with to use modern technology to provide citizens with better, faster, and easier mechanisms to access government resources, both informational and service-related (Choi, T., & Chandler, S. M., 2020). A government document revealed that a number of government agencies have begun to develop, strengthen, and accelerate their digital transformation. These government agencies are doing this by converting their services that they provide to citizens and residents into electronic ones. The document also clarified that five government agencies provide approximately 221 electronic services to citizens and residents in Jordan. These government agencies include the Ministry of Finance, the government agencies of Jordan Central, the General Organization for Social Services, and the Jordanian Ministry of Health (Aljazzaf, Z. M., Al-Ali, S. A., & Sarfraz, M., 2020).

Abuzaid (2018) It is said that human resources in business organisations constitute the cornerstone due to the various patterns of interaction that are produced by it, and it is through these patterns that we can judge on the effectiveness of these organisations. In order for business organisations to keep up with growth and development, they need to respond to the application of contemporary management approaches. These approaches should support the human element's capacity to acquire knowledge, skills, and managerial professionalism. This makes it possible to accomplish the objectives of the organisation and gives staff members the opportunity to demonstrate their

capabilities and contribute original ideas to the work they do. The General Administration of Customs topped the list with 118 electronic services, according to the five government agencies that have developed their services provided to citizens and residents and turned them into electronic form. The most important of these is the automated customs system platform within the pillars of the General Administration of Customs in compatibility with electronic government projects through which the administration provides its services. 14 A digital service, a collection of technologically advanced applications amounting to fifty programmes, and twenty-four different kinds of electronic connectivity services (Salman, A., Fakhraldeen, S. A., Chun, S., Jamil, K., Gasana, J., & Al-Hunayan, A., 2020). The idea of empowerment is relatively new, and its significance in today's fast-paced corporate climate, which demands intelligence and speed in decision-making from both managers and employees, has defined the concept's significance. Empowerment is defined by its significance in today's fast-paced corporate climate. Over the course of the past decade, academics as well as practitioners have paid a significant amount of attention to empowerment and the organisational implications it has.

There are huge companies that dominate their industry, small firms that are trying to prove themselves and looking to grow and expand, and some organisations that were unable to compete in the industry, so they left it. The environment in which organisations operate today is one that is constantly shifting. Because of this, every change in the external environment, regardless of how significant it may be, has an effect on the path that companies take and the environment within their own organisations. (Kontour and al-Haddad 2015). According to Al-Haddad et al. (2015), employee empowerment is widely regarded as a critical contributor to the success of organisations. Numerous authors have noticed a direct link between employee empowerment and employee performance, employee happiness on the job, and employee dedication. Empowering workers provides businesses with the opportunity to become more flexible and adaptable, which has the potential to boost both individual and organisational performance. Empowering employees, on the other hand, is said to be essential to the innovativeness and effectiveness of an organisation.

Employee empowerment is becoming increasingly important in today's competitive market, which is characterised by the increased prevalence of knowledge workers and the trend among businesses toward decentralised, organic organisational structures. Empowering employees is a key factor in the growth of creative and innovative thinking within an organisation (Celik et al., 2014; Alkhodary, 2015; Uzunbacak, 2016). Because of this, the organization's capacity to grow, develop, and innovate will improve, which will ultimately lead to strategic success. It is a common misconception among some managers that empowering subordinates will result in a diminution of their own authority and influence over those subordinates (Elnaga & Imran, 2014). These managers are unaware of the positive effect that employee empowerment has on employee performance (Rehman et al., 2015). In light of the intense competition and the growing demand from customers, it is now absolutely necessary for Jordanian service centres to search for factors that contribute to the centres' strategic success in order to provide the Jordanian people with the best possible services. This is because of the significance that each individual industry plays in the Jordanian economy.

Methodology

The theoretical approach was chosen as the methodology for this research because it is one of the research methods that is utilised the most frequently in scientific research and has made a

significant contribution to the growth and development of a wide range of disciplines and fields of knowledge. Scientific researchers who belong to the same scientific specialisation, and this study, which depends on the theoretical approach, either aims to confirm the validity of what was stated in the theories, studies, and previous research, or the goal may be to negate what was mentioned in it and the results it reached, or perhaps the researcher aims through his research to prove something that wasn't previously proven. Because it provides further evidence that supports the shortcomings identified in prior research and studies.

Literature Review

Employees Empowerment

Empowerment, in its broadest sense, refers to the practise of delegating authority and responsibility for making decisions and carrying out work tasks to employees who actually perform those tasks on a day-to-day basis, rather than to management. According to Baird et al. (2010), employee empowerment is the process of delegating power and responsibility from higher levels in the organisational hierarchy to lower-level employees, particularly decision-making authority. This was discussed in greater detail in the following sentence: Employee empowerment is a strategy that aims to release the potential of individuals and involve them in the processes of building the organisation, with the understanding that the success of the organisation is dependent on the alignment of the needs of the individuals with the vision and long-term goals of the organisation (Brown and Harve 2006). As a result of globalisation, there is an urgent need for employee empowerment that enables them to make accurate and timely judgments and to take the initiative to respond quickly and timely to workplace constraints, as stated by Rehman et al. 2015, Employee empowerment has recently become a part of a Jordanian government. Nevertheless, Al-Haddad and kontour (2015) pointed out that implementing the empowerment process across all of the service centres will result in long-term success and that this implementation has a direct correlation and impact on both the performance and satisfaction of the employees.

A high level of individual engagement in any organisation can have numerous benefits, not only for the organisation but also for the citizen. Some of these benefits include attracting skilled and talented employees, cultivating customer loyalty, improving organisational profitability and performance, and raising stakeholder value (Arunkumar & Renugadevi,2013). In addition, Jordan is located in the Middle East and has a high-power distance score, which means that "subordinates expect to be told what to do and the ideal boss is a benevolent autocrat." As a result, we need to investigate how employee empowerment affects the growth of Jordanian governmental service centres (Khadra DAHOU, 2018).

The benefits of Employee Empowerment

There are many benefits that result from employees being given more responsibility. Stark (2005) outlined these benefits for us in six points, which are as follows: Employees are given the impression that they are respected, workers are given the ability to make better decisions, workers are given a greater sense of responsibility in decision-making, and workers are included in the process of resolving problems in the future. Both morale and motivation improve, and managers have a variety of ways in which they can contribute. The empowerment of employees is one strategy that financial institutions could use to provide superior service to their clients, win their loyalty, and, as a result, increase overall workplace productivity (Kumara 2014).

Obstacles to Employee Empowerment

When it comes to empowering employees in the workplace, management faces a lot of obstacles and challenges, according to Rand Al-Dmour et al. (2018). The following is a list of potential roadblocks that could prevent businesses from evolving into empowered firms.

Service development global practices

Empowerment and Training and Development

When we need to assess what is critical in the implementation of empowerment, training is arguably the most commonly employed "intervention." Training is task-oriented or task-oriented. Its goal is to help people improve their performance in their existing occupations. Development, on the other hand, is more concerned with the work than with the business. Its goal is to train people for future positions of greater responsibility. As a result, companies must take charge of establishing and executing training and development processes and programmes that will help them reach their objectives, and training can be considered as helping people learn the following (Eby, L. T., Allen, T. D., Conley, K. M., Williamson, R. L., Henderson, T. G., & Mancini, V. S., 2019). (Eby, L. T., Allen, T. D., Conley, K. M., Williamson, R. L., Henderson, T. G., & Mancini, V. S., 2019). The aim of training is for employees to master the knowledge, skills and behaviours that are emphasised in training programmes and apply them to their daily activities. Therefore, to gain a competitive advantage, training must include more than just basic skill development and include employee development according to (Jaworski, C., Ravichandran, S., Karpinski, A. C., & Singh, S., 2018). (Jaworski, C., Ravichandran, S., Karpinski, A. C., & Singh, S., 2018).

Effective Motivation

The primary force that propels individuals to achieve their goals and fulfil their needs is known as motivation, and the response to the motivational process is that it constitutes a "push for the individual to take." A particular action or pattern of behaviour that has the end goal of accomplishing a particular set of objectives. (Ciobanu, A., Androniceanu, A., & Lazaroiu, G., 2019). There are many advantages to having a good incentive system, including (Ekhsan, M., Aeni, N., Parashakti, R., & Fahlevi, M., 2019) An improvement in the efficiency of the labour force, the health system, minimising the amount of work lost in terms of both material and human resources, Boost the salaries of workers and encourage them to express themselves creatively within the framework of the organization's mission of social justice. Averting many workplace issues, such as absences, negative work turnover, low morale, and conflicts, and attracting good workers to the services of the organisation and developing a sense of loyalty, belonging, and stability in them.

Development of creative and innovative capabilities:

Whether it's an idea, a piece of work, a design, a style, or anything else, innovation is the capacity to make anything better, easier, more usable, and more practicable. This includes the capacity to make anything else. Either innovation is the creation of an idea, concept, or procedure from scratch in a way that has never been done before in a way that has never been done before, and it is not necessary for the invention to be practicable in order for it to be considered an innovation. I have not altered it in any way, nor have I made any attempts to make it better. These additions are referred to as innovations, and one of the human mental states that seeks to uncover new ideas and methods to address problems is creativity. The sum total of human productivity increases along with the tangible benefits accrued on the ground as a result of creative endeavours, particularly

when those endeavours are connected to topics that have practical implications (Park, N. K., Jang, W., Thomas, E. L., & Smith, J., 2020).

The E-government

"The interaction between citizens, government agencies, and the civil society sector in order to create a democratic approach and an open government system with transparency in decision-making," as defined by the Department of Public Economics and Public Administration (DPEPA) of the United Nations and the American Association of Public Administration (ASPA), "the interaction between citizens, government agencies, and the civil society sector" (Ashaye, O. R., & Irani, Z., 2019). In addition to the requirement to provide an integrated system of performance measurement standards, the government framework consists of a set of organisational relationships within the institution, laws governing auditing and accounting, and auditing and accounting standards. Institutions strive to achieve homogeneity between their various administrative units by governing both their internal and external processes. This is done to ensure that the work done by these administrative units complements the work done by the other administrative units, to keep up with technological and technical advancements, and to ensure that the institutions are able to keep up with the information revolution and increase the amount of information and communication transactions exchanged, as well as the integration and interaction of a variety of different systems, services, and organisations. Paying attention to the issue of e-government, which helps to make available administrative services in a way that is convenient, efficient, and open to scrutiny to those individuals who interact with the institution, is something that should be done (GOHARY, E. E., 2019).

The Relationship between Employee Empowerment and Strategic Success

Abuzaid 2018 summarized the relationship between Employee Empowerment and Strategic Success in the following figure:

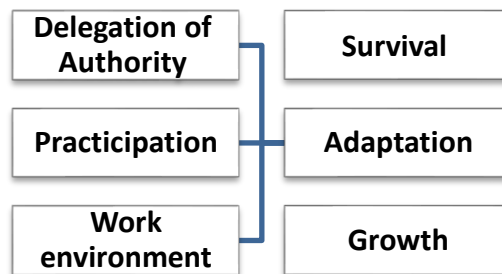
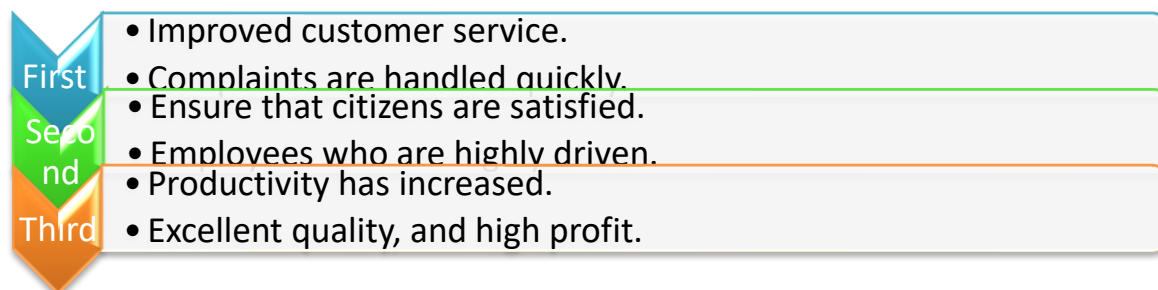


Figure (1): the relationship between Employee Empowerment and Strategic Success (Abuzaid, 2018).

The advantages of Employee Empowerment in Jordanian governmental services centers



Conceptual Framework

The study consisted of independent variables (Training, Effective motivation, Development of creative and innovative capabilities, and the E-government) and a dependent variable is (Developing services).

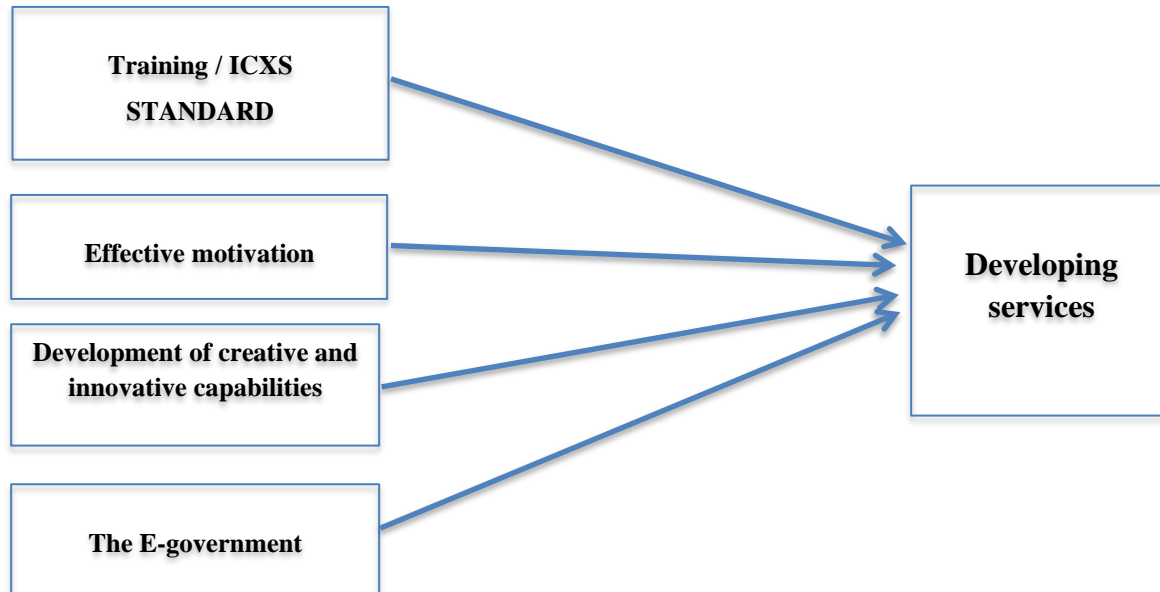


Figure (2) Conceptual Framework

Research Mode

The purpose of the study is to determine whether or not it is possible to adopt and modify the most effective practises that have been developed elsewhere in the world in the context of the process of developing services and government health service centres in Jordan. The researcher concluded that the best way to develop service centres is to follow the best international practises by first examining previous studies and research that were related to the subject of the study. Therefore, the purpose of this study is to determine the impact that a group of global practises in the field of service development (the independent variable) will have on the level of development of services and government health service centres in Jordan. These practises include effective motivation, development of creative and innovative ideas, training, and the E-government (dependent variable).

Demographic Information

Table 1 Study Sample According to Demographic Information

Demographic	Categories	N	%
Gender	Male	271	56.6
	female	208	43.4
Age	From 18 to 30 years old	77	16.1
	From 31 to 40 years old	173	36.1
	From 41to 50 years old	159	33.2

	Over 50 years old	70	14.6
Level of Education	Middle Certification	138	28.8
	Bachelor	297	62.0
	MA	33	6.9
	PhD	11	2.3

The study variables

Training

Table 2 Phrases of the Training

N.	Phrase	Mean	S. D	Relative weight	Degree
1	The training needs in the organization are determined in a scientific way to achieve its training objectives	4.015	1.020	0.803	High
2	The training method used in the organization achieves the general training objectives	4.025	0.985	0.805	High
3	Trainees are continuously monitored after the training ends	3.795	1.082	0.759	High
4	Training effectively affects the improvement of the performance of workers in the organization	3.683	1.231	0.737	High
5	Training courses help to increase the ability of workers to solve work problems	3.831	1.082	0.766	High
6	Diversification of training courses methods increases employee turnout	3.676	1.199	0.735	High
7	The organization provides an opportunity for all employees to get the training courses they need	3.649	1.209	0.730	Medium

It demonstrates a high level of training on developing services in the health system in Jordan from the perspective of the study's sample members, who had a mean of 3.81 and a standard deviation of 1.11. All of the expressions for the training axes are in the high range.

Effective motivation

Table 3 Phrases of the Effective motivation

N.	Phrase	Mean	S. D	Relative weight	Degree
1	The organization provides a system of periodic bonuses to ensure that the work is done well.	3.516	1.224	0.703	Medium
2	Rewards and incentives fulfill all employee needs	3.823	1.088	0.765	High

3	The organization provides a system of exceptional bonuses to encourage employees to do business efficiently.	3.896	1.036	0.779	High
4	The organization offers bonuses for overtime, which prompts the employee to stick to work.	3.701	1.166	0.740	High
5	The incentive system encourages workers to perform their jobs with the required efficiency and effectiveness	3.783	1.084	0.757	High
6	The incentive system encourages workers to consider inventing new ways of doing the work	3.455	1.325	0.691	Medium
7	The incentive system contributes to providing employees with willingness and willingness to work outside the official working hours to complete work	3.566	1.192	0.713	Medium

It demonstrates a high level of effective motivation on developing services in the Jordanian health care system from the perspective of the study's sample members, who had a mean of 3.67 and a standard deviation of 1.16. All of the effective motivation axes showed expressions in the high range.

Development of creative and innovative capabilities

Table 4 Phrases of the Development of creative and innovative capabilities

N.	Phrase	Mean	S. D	Relative weight	Degree
1	There is a clear plan in the organization for continuous improvement that has helped bring about creativity.	3.658	1.194	0.732	Medium
2	The organization is interested in selecting workers who have the ability to devise ways and means by which they can deal with all the situations they are exposed to during work.	3.445	1.348	0.689	Medium
3	The organization encourages workers to find new ways to facilitate the use of existing technology.	3.605	1.221	0.721	Medium
4	The organization encourages workers to acquire new skills on the job.	3.800	1.160	0.760	High
5	The organization encourages workers to submit suggestions aimed at developing and completing work accurately.	3.641	1.209	0.728	Medium
6	The organization is interested in increasing the skills and capabilities of	3.618	1.235	0.724	Medium

	workers so that they can perform more than one job or task				
7	The organization is interested in using new and innovative methods to increase the level of quality of performance.	3.649	1.201	0.730	Medium

Development of creative and innovative capabilities axes are all expressions in the high it shows the High level of development of creative and innovative capabilities on developing services in Health system in Jordan from the point of view of the study sample members where mean 3.63 and S.D 1.22.

The E-government

Table 5 Phrases of the E-government

N.	Phrase	Mean	S. D	Relative weight	Degree
1	E-government provides accurate information without errors.	3.770	1.129	0.754	High
2	The e-government saves the time and effort required to complete the service.	3.491	1.239	0.698	Medium
3	The e-government does not allow the misuse of clients' personal information	3.647	1.153	0.729	Medium
4	The e-government achieves and meets customers' needs in a highly effective manner.	3.530	1.223	0.706	Medium
5	E-government is characterized by high quality when providing services	3.589	1.229	0.718	Medium
6	E-government contributes to the speedy access of customers to all the services they need	3.645	1.184	0.728	Medium
7	E-government helps in solving any problem that customers may face when they complete the services, they need	3.873	1.084	0.775	High

The E-government axes are all expressions in the high it shows the High level of the E-government on developing services in Health system in Jordan from the point of view of the study sample members where mean 3.64 and S.D 1.17.

Developing services

Table 6 Phrases of the Developing services

N.	Phrase	Mean	S. D	Relative weight	Degree
1	The development of government services helps to achieve efficient performance of employees	3.622	1.241	0.724	Medium
2	The development of government services contributes to improving relations between	3.505	1.298	0.701	Medium

	departments and divisions within the organization				
3	The development of government services contributes to increasing the organization's ability to monitor employee performance	3.591	1.189	0.718	Medium
4	The development of government services contributes to increasing levels of cooperation between workers	3.649	1.158	0.730	Medium
5	The development of government services helps in achieving the mission and vision of the organization efficiently and effectively	3.770	1.127	0.754	High
6	The development of government services contributes to encouraging employees to work in a team spirit	3.683	1.231	0.737	High
7	The development of government services helps to improve the work environment	3.831	1.082	0.766	High
8	The development of government services contributes to the smooth completion of tasks	3.676	1.199	0.735	High
9	The development of government services contributes to the efficient and effective implementation of all methods and strategies	3.649	1.209	0.730	Medium
10	The development of government services contributes to increasing the ability of workers to use their powers efficiently and effectively	3.516	1.224	0.703	Medium
11	The development of government services contributes to increasing the employees' sense of the responsibilities entrusted to them	3.823	1.088	0.765	High
12	The development of government services contributes to providing all the information that workers need about the tasks they are assigned to	3.622	1.241	0.724	Medium

Developing services axes are all expressions in the high it shows the High level of developing services on developing services in Health system in Jordan from the point of view of the study sample members where mean 3.66 and S.D 1.19

Hypothesis Testing:

H1: There is no statistically significant impact of Training on developing services in Health system in Jordan

Table 7 impact of Training on developing services in Health system in Jordan

B	T	F	P-VALUE
1.704	50.318**	2531.860**	0.000

** significant 0.01

The simple regression equation was significant at the level of 0.01, where the F value Statistically significant at 0.01 Because the (P-VALUE) > 0.01 and There is a statistically significant impact of Training on developing services in Health system in Jordan where the t value Statistically significant at 0.01 Because the (P-VALUE) > 0.01 and the impact is positive, and This indicates the incorrect of the hypothesis of the study it turned out that the more it increased Training 1% is the developing services in Health system in Jordan has increased 1.704%

H2: There is no statistically significant impact of Effective motivation on developing services in Health system in Jordan

Table 8 impact of Effective motivation on developing services in Health system in Jordan

B	T	F	P-VALUE
1.649	70.323**	4945.332**	0.000

** significant 0.01

The simple regression equation was significant at the level of 0.01, where the F value Statistically significant at 0.01 Because the (P-VALUE) > 0.01 and There is a statistically significant impact of Effective motivation on developing services in Health system in Jordan where the t value Statistically significant at 0.01 Because the (P-VALUE) > 0.01 and the impact is positive, and This indicates the incorrect of the hypothesis of the study it turned out that the more it increased Effective motivation 1% is the developing services in Health system in Jordan has increased 1.649%

H3: There is no statistically significant impact of Development of creative and innovative capabilities on developing services in Health system in Jordan

Table 9 impact of Development of creative and innovative capabilities on developing services in Health system in Jordan

B	T	F	P-VALUE
1.447	53.645**	2877.760**	0.000

** significant 0.01

The simple regression equation was significant at the level of 0.01, where the F value Statistically significant at 0.01 Because the (P-VALUE) > 0.01 and There is a statistically significant impact of Development of creative and innovative capabilities on developing services in Health system in Jordan where the t value Statistically significant at 0.01 Because the (P-VALUE) > 0.01 and the impact is positive, and This indicates the incorrect of the hypothesis of the study it turned out that the more it increased Development of creative and innovative capabilities 1% is the developing services in Health system in Jordan has increased 1.447%

H4: There is no statistically significant impact of E-government on developing services in Health system in Jordan

Table 10 impact of E-government on developing services in Health system in Jordan

B	T	F	P-VALUE
1.531	49.623**	2462.467**	0.000

** significant 0.01

The simple regression equation was significant at the level of 0.01, where the F value Statistically significant at 0.01 Because the (P-VALUE) > 0.01 and There is a statistically significant impact of E-government on developing services in Health system in Jordan where the t value Statistically significant at 0.01 Because the (P-VALUE) > 0.01 and the impact is positive, and This indicates the incorrect of the hypothesis of the study it turned out that the more it increased E-government 1% is the developing services in Health system in Jordan has increased 1.531%

Findings summary

When testing the study hypotheses with the simple regression equation, it becomes obvious that all of the study hypotheses are wrong. Furthermore, there is a statistically significant impact positive of the global best practises (Training – Effective motivation - Development of creative and innovative capabilities - The E-government) on developing services in the Health system in Jordan, and the more it increased the global best practises, the more it increased the global best practises (Training – Effective motivation - Development of creative and innovative capabilities - The E-government) 1% is the increasing services in Jordan's health care system, which has increased by 1.704%, 1.649%, 0.910%, 1.447%, and 1.531% respectively.

Conclusion

We are aware, based on the findings of all the previous studies, of the significance of employee empowerment in every organisation, as well as the effects that it can have on the economic growth of any country, particularly Jordan. This article provides concise information about the fundamentals of employee empowerment, including its impacts, advantages, benefits, and potential drawbacks. We demonstrated that the development of government services and the maintenance of pace with the rate at which modern changes are occurring has become a communal requirement and an urgent and urgent necessity for a variety of reasons. The development of government services for one, two, or three parties does not mean the development of the entire country. However, when all government services are connected electronically and are provided with the same speed and quality, then we can describe any country as advanced. Because of this, our government needs to work on this principle, and evaluate itself internally on how well it is adhering to this principle. This is due to the fact that global assessments are evaluated in the form of an integrated and comprehensive system, as opposed to being based on the assessment of a single government agency without linking it with the assessments of the other government agencies.

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