

**The Effectiveness of Leadership Style and Employee Skills
Development on Customer Satisfaction and Brand Loyalty,
Case Study: Emirates Airlines**

فعالية و مدى تأثير أسلوب القيادة وتنمية مهارات الموظفين على مستوى رضا
المتعاملين وولائهم للعلامة التجارية، دراسة بحثية عن طيران الإمارات

by

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of the requirements for the degree of

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ABSTRACT

The research is aimed at detailing and understanding the effectiveness of the leadership style and employee's skills development in Emirates Airlines company and seeks to understand the connection between it, customer satisfaction and brand loyalty. This research study has considered analysing the factors that are influencing customers satisfaction and includes a detailed literature review section, in which different concepts regarding employee's skills development and leadership styles have been provided. In the methodology section, the methods that have been used in the research study for collecting and analysing the collected information have been analysed to determine the ways the research study has been carried out to ensure reliability of the findings. In the findings and discussion section, the reasons behind the customer satisfaction with the organisation have been analysed for gaining a clear understanding of the strategies to be adopted to gain their brand loyalty, while continuing with innovation to manage competitive advantage of the organisation.

The findings represent that the customers are more satisfied when the employees are well trained and highly qualified in providing a high-quality service. In addition, to the positive effect on their loyalty to the brand of Emirates airlines.

Keywords: Customer satisfaction, leadership styles, brand loyalty, corporate excellence, competitive advantages, total quality management, service Quality

ملخص البحث

يهدف البحث إلى دراسة وفهم فعالية أسلوب القيادة وتنمية مهارات الموظفين في شركة طيران الإمارات، كما يهدف إلى التعرف على العلاقة بينه وبين مستوى رضا العملاء وولائهم للعلامة التجارية. في هذه الدراسة البحثية تم الأخذ بالاعتبار تحليل العوامل التي تؤثر على رضا العملاء وتضمنت قسم مراجعة الأدبيات التفصيلية مفاهيم مختلفة بشأن تنمية مهارات الموظفين وأساليب القيادة.

تم تحليل الطرق التي تم استخدامها في الدراسة البحثية في قسم المنهجية، لجمع وتحليل المعلومات التي تم جمعها لضمان موثوقية النتائج. في قسم النتائج والمناقشة، تم تحليل الأسباب الكامنة وراء رضا العملاء عن الشركة لاكتساب فهم واضح للاستراتيجيات التي سيتم اعتمادها لاكتساب ولائهم للعلامة التجارية، مع الاستمرار في الابتكار لإدارة الميزة التنافسية للمؤسسة.

في حين تظهر نتائج الدراسة البحثية أن العملاء هم أكثر رضا عندما يكون الموظفون مدربين جيداً ومؤهلين تأهيلاً عالياً في تقديم خدمات عالية الجودة. والذي يعود بدوره بتأثير إيجابي على ولائهم للعلامة التجارية لطيران الإمارات.

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TABLE OF CONTENTS

Chapter 1 : Introduction.....	1
1.1 Introduction	1
1.2 Background	2
1.3 Research Problem Statement.....	7
1.4 Research Aims and Objectives.....	8
1.4.1 Research Aims.....	8
1.4.2 Research Objectives.....	8
1.5 The Structure of the Research Study.....	9
Chapter 2 : Literature Review	11
2.1 Impact of Leadership Style on Customer Satisfaction	11
2.1.1 Leadership Style	11
2.1.2 Effective Communication.....	16
2.1.3 Staff Recognition.....	22
2.2 Impact of Employee Skills Development on Customer Satisfaction	27
2.2.1 Employee Skills Development	27
2.2.2 Employees Training.....	35
2.2.3 Teamwork.....	39
2.3 Customer Satisfaction	43
2.3.1 Introduction	43
2.3.2 The Importance of Customer Satisfaction	44
2.3.3 Customer Satisfaction on Emirates Airlines Services	47
2.4 Brand Loyalty.....	49
2.4.1 Introduction	49
2.4.2 The Importance of Customer's Brand Loyalty	50

2.4.3 Customer's Brand Loyalty to Emirates Airlines.....	52
Chapter 3 : Research Methodology	55
3.1 Introduction	55
3.2 Methodology Selection and Justification	55
3.3 Research Data Collection	57
3.4 Data Analysis Techniques	59
3.5 Research Variables and Hypothesis Development.....	62
3.6 Research Ethical Consideration.....	66
3.7 Validity and Reliability	67
3.8 Timetable of the Dissertation	68
3.9 Summary	68
Chapter 4 : Research Data Analysis and Discussion	70
4.1 Introduction	70
4.2 Reliability Analysis	70
4.3 Descriptive Analysis	72
4.3.1 Effective Communication.....	72
4.3.2 Staff Recognition.....	73
4.3.3 Employees Training.....	75
4.3.4 Teamwork.....	76
4.3.5 Customer Satisfaction.....	77
4.3.6 Customer Brand loyalty.....	78
4.4 Statical Results of Demographic Information	80
4.4.1 Introduction	80
4.4.2 Age.....	80
4.4.3 Gender	81
4.4.4 Education.....	82

4.4.5 Frequency Result of Type of Flights Used by Respondents to Survey	83
4.4.6 Frequency Result of Purpose of Trip.....	84
4.4.7 Frequency Result of Passengers Flying with Emirates Airlines.....	85
4.5 Correlation Analysis.....	86
4.5.1 Correlation Analysis Between Effective Communication and Customer Satisfaction.....	86
4.5.2 Correlation Analysis Between Staff Recognition and Customers Satisfaction	87
4.5.3 Correlation Analysis Between Employees Training and Customers Satisfaction	88
4.5.4 Correlation Analysis Between Teamwork and Customers Satisfaction	88
4.5.5 Correlation Analysis Between Effective Communication and Brand Loyalty	89
4.5.6 Correlation Analysis Between Staff Recognition and Brand Loyalty	89
4.5.7 Correlation Analysis Between Employees Training and Brand Loyalty.....	90
4.5.8 Correlation Analysis Between Teamwork and Brand Loyalty	90
4.6 Regression Analysis	91
4.6.1 Regression Model 1: Leadership style (LS), employees skills development (ESD) and customer satiation (CS)	91
4.6.2 Testing of Hypothesis:.....	94
4.6.3 Regression Model 2: Leadership style (LS), employees skills development (ESD) and Brand Loyalty (BL).....	96
4.6.4 Testing of Hypothesis:.....	98
4.6.5 Regression Model 3: Leadership style (LS), employees skills development (ESD), Customer satisfaction (CS) and Brand Loyalty (BL).....	100
4.7 Mediation analysis (Model 4)	103
4.8 Correlation Analysis Between Customer satisfaction and Brand Loyalty (Model 5).	106
4.9 Research Discussion.....	107
Chapter 5 : Conclusion and Recommendation.....	111
5.1 Introduction	111
5.2 Research Recommendations	111

5.2.1 Building High Positive Relations with Customers	111
5.2.2 Continuous Implementation of higher Technologies.....	112
5.3 Research Limitation	112
5.4 Recommendation of Future Researcher	113
5.5 Summary	114

LIST OF TABLES

Table 4.1 Reliability analysis	71
Table 4.2 Cronbach Alpha Value	71
Table 4.3 Reliable Test of Variables	72
Table 4.4 Descriptive Analysis of Effective Communication	72
Table 4.5 Descriptive Analysis of Staff Recognition	74
Table 4.6 Descriptive Analysis of Employees Training	75
Table 4.7 Descriptive Analysis of Teamwork	76
Table 4.8 Descriptive Analysis of Customers Satisfaction	77
Table 4.9 Descriptive Analysis of Brand Loyalty	79
Table 4.10 Overall statistics for the age of respondent to survey questions	80
Table 4.11 Overall Statistics for the Gender of Respondent to Survey Questions.....	81
Table 4.12 Overall Statistics for the Education Level of Respondent to Survey Questions	82
Table 4.13 Overall Statistics of Type of Flights Used by Respondents to Survey.....	83
Table 4.14 Overall Statistics of Purpose of Trip	84
Table 4.15 Overall Statistics for Passengers Flying with Emirates Airlines.....	85
Table 4.16 Correlation between EC & CS	86
Table 4.17 Correlation between SR & CS.....	87
Table 4.18 Correlation between ET & CS.....	88
Table 4.19 Correlation between TE & CS.....	88
Table 4.20 Correlation between EC & BL	89
Table 4.21 Correlation between SR & BL	89
Table 4.22 Correlation between ET & BL	90
Table 4.23 Correlation between TE & BL	90
Table 4.24 Model Summary between Leadership style (LS), employees skills development (ESD) and customer satiation (CS)	91
Table 4.25 ANOVA between Leadership style (LS), employees skills development (ESD) and customer satiation (CS)	92
Table 4.26 Coefficient between Leadership style (LS), employees skills development (ESD) and customer satiation (CS)	92
Table 4.27 Model Summary between Leadership style (LS), employees skills development (ESD) and brand loyalty (BL).....	96

Table 4.28 ANOVA between Leadership style (LS), employees skills development (ESD) and Brand loyalty (BL)	96
Table 4.29 Coefficient between Leadership style (LS), employees skills development (ESD) and brand loyalty (BL)	97
Table 4.30 Model Summary between Leadership style (LS), employees skills development (ESD), Customer satisfaction (CS) and brand loyalty (BL).....	100
Table 4.31 ANOVA between Leadership style (LS), employees skills development (ESD), Customer satisfaction (CS) and Brand loyalty (BL)	101
Table 4.32 Coefficient between Leadership style (LS), employees skills development (ESD), Customer satisfaction (CS) and brand loyalty (BL).....	101
Table 4.33 Mediation analysis using process result overview	103
Table 4.34 The outcome of variable customer satisfaction in PROCESS macro result.....	104
Table 4.35 The total effect of EC, SR, ET, TE and CS on BL model in PROCESS macro result	104
Table 4.36 The total, direct, and indirect effects of EC, SR, ET and TE on BL model in PROCESS macro result.....	105
Table 4.37 Total effect LS& ESD on BL	106
Table 4.38 Correlation between CS & BL	107

LIST OF FIGURES

Figure 1.1: Increase in Investment in Emirates Airlines	3
Figure 1.2: Number of Passengers	5
Figure 2.1: Transformational –Leadership Model	16
Figure 2.2 Berlo’s Model of Communication	22
Figure 2.3 Increasing Customer Satisfaction in UAE Industry	46
Figure 2.4 Emirates Airlines Brand Loyalty Compared to Other Companies	54
Figure 3.1 Research conceptual framework	65
Figure 3.2: Timetable	68
Figure 4.2 Histogram of Effective Communication.....	73
Figure 4.3 Histogram of Staff Recognition.....	74
Figure 4.4 Histogram of Employees Training.....	75
Figure 4.5 Histogram of Teamwork.....	76
Figure 4.6 : Histogram of Customers Satisfaction	78
Figure 4.7 Histogram of Brand Loyalty	79
Figure 4.8 Overall Statistics for the Age of Respondent to Survey Questions	81
Figure 4.9 Overall Statistics for the Gender of Respondent to Survey Questions	82
Figure 4.10 Overall Statistics for the Education Level of Respondent to Survey Questions ...	83
Figure 4.11 Overall Statistics of Type of Flights Used by Respondents to Survey	84
Figure 4.12 Overall Statistics of Purpose of Trip.....	85
Figure 4.13 Overall Statistics for Passengers Flying with Emirates Airlines	86
Figure 4.14 Normal P-P Plot of Customer satisfaction	93
Figure 4.15 Normal P-P Plot of Brand loyalty	98
Figure 4.16 Normal P-P Plot of Brand loyalty	102

LIST OF ABBREVIATIONS

WORD	Definition
CS	Customer Satisfaction
BL	Brand Loyalty
EC	Effective Communication
SR	Staff Recognition
ESD	Employees Skills Development
ET	Employees Training
TE	Teamwork
TQM	Total Quality Management
ICE	Information, Communication and Entertainment
CLTV	Customer Lifetime Value
SEM	Standard Error of Mean

CHAPTER 1 : INTRODUCTION

1.1 Introduction

Corporate excellence is all about a proper set of procedures and frameworks for enhancing the motivation and engagement of organisational staff to ensure the delivery of superior quality services. It plays a critical role in enhancing the competitive advantages of the organisations and outperforming the other players in the market. It is also essential for improving the service quality of the organisations through the implementation of TQM principles in a proper manner. Emirates airlines is one of the leading organisations in the airline industry that has always been capable of coping with the competitiveness in the market by offering innovative services to its customers. The organisation was the first to introduce personal entertainment in-flight for passengers, taking travelling by its customers to the next level. The organisation's initiative towards implementing its innovation hub has been highly successful. The organisation has been generating huge profits from service diversification and constant customer satisfaction.

However, this organisation is continuously working toward enhancing customer satisfaction and its service quality, especially in recent years. The organisation has made maximum investments in bringing innovation in its services to provide customers with many choices. The quality of services has improved significantly, and the competitive forces are causing the organisation to lose some passengers. Therefore, this company focused on additional enhancement to its quality, for which corporate excellence should be analysed to determine the ability of the company to implement TQM. The research study is focused on analysing the important role played by corporate excellence of the organisation in bringing significant improvements in service quality.

It has analysed the constraints in improving quality by the organisation and the best possible ways of overcoming the constraints through proper utilisation of corporate excellence and implementation of the TQM principles.

1.2 Background

Total quality management involves a structured and unified organisational management approach to continuously improve organisational processes and operations to provide the best quality services to the customers. Execution of a proper total quality management system generally plays a fundamental role in increasing the efficiency of the organisations as it aids in ensuring a high level of satisfaction of all the stakeholders, including the customers. Organisations often utilise the feedback from the customers to improve their existing processes to enhance the quality of their services. In the aviation industry, fierce competition and enhanced demand of customers always call for continuous improvement in the services of the organisations to increase their competitive edge.

Emirates airlines is one of the leading organisations in the aviation industry in United Arab Emirates, Dubai. The organisation has implemented a range of different total quality improvement strategies to enhance its service quality and increase customer satisfaction. For example, the organisation has implemented its new hospitality strategy for enhancing the quality of its “Fly better” promise for its customers to the next level (Emirates, 2022). This strategy has been aimed at enhancing customer service through continuous skills development of the team to ensure consistency in the customer services of Emirates airlines. Further, the organisation has also enhanced its attention towards enhancing the quality of its customer-relationship

management. The organisation has spent approximately 7.9 million to strengthen its competitive advantage by investing in new engines, facilities, technologies and equipment.

	Note	2022 AED m	2021 AED m
Investing activities			
Additions to property, plant and equipment		(6,181)	(3,502)
Additions to intangible assets		(1,374)	(827)
Proceeds from sale of property, plant and equipment		83	191
Investments in associates and joint ventures	15	(8)	-
Movement in short term bank deposits		(5,851)	954
Interest received		114	482
Dividends from investments accounted for using the equity method	15	112	58
Net cash used in investing activities		(13,105)	(2,644)

Figure 1.1: Increase in Investment in Emirates Airlines

(Source: Emirates,2021)

The organisation has also invested in implementing a personal-entertainment system for its passengers to enhance their entertainment through installing an ICE system. This has had a positive impact on customer service to some extent knowing that Passengers have different views regarding the quality of customer services of Emirates airlines. The travel division of the airlines has found few negative transactional value sales indicating refunds and cancellations of customers' bookings in the last year (Emirates, 2021). Therefore, some aspects of the customer services of this organisation may be more enhanced to ensure proper customer service as per the customers' desires or according to the market standards.

As various customers prefer various kinds of services as per their expectations, the organisation sometimes finds it quite difficult to ensure the satisfaction of most of the customers due to the

problems in addressing the differing needs of the passengers. Further, intense competition in the airline industry has made it further challenging as it has imposed additional pressure on the organisation to continuously improve its service quality through increased offerings for the passengers. The organisation is facing another issue in some staff shortage due to which it is challenging to maintain the staff of its flights properly. The airlines were operating with considerably fewer cabin crew staff than ever in the year 2021 due to the outbreak of Covid-19. This has also affected the organisational capability of providing the customers with the best quality services. For long-haul routes, the fleets of Boeing 777-300 and Airbus A380 required more cabin crew members compared to small aircraft (Cornwell, 2022). However, the number of cabin crew staff available played a vital role in managing various operations related to customer services.

The organisation aimed to recover the shortage of its cabin-crew staff and reported that it started to increase its recruitment of candidates in almost every department, including cabin crew. Thus, the organisation aimed to enhance the quality of its staff retention strategy to improve total-quality management in providing the best quality services to the customers.

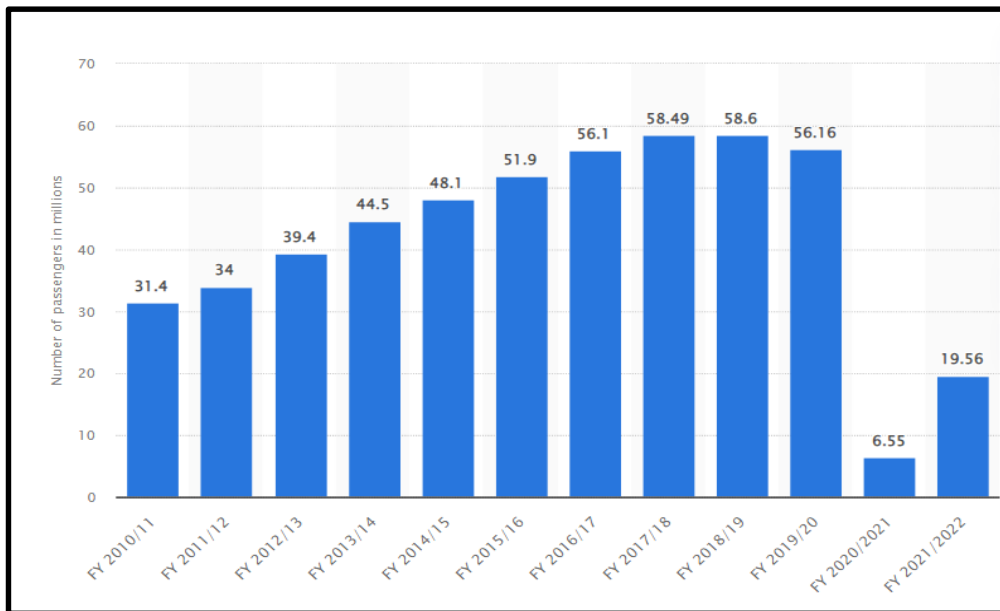


Figure 1.2: Number of Passengers

(Source: Statista,2021)

The organisation has also cope with the technological transformations other organisations adopt in the market. In most cases, it has been due to the revenue of the organisation, proper understanding, the need of skilled staff and so on. The growth of the airline industry at a rapid pace has given rise to fierce competition in the airline industry. In this kind of situation, it has become essential for the airlines like Emirates airlines to focus on enhancing more the quality of their customer services through a continuous focus on coping with the new trends and changes in customers' demands.

This has enhanced constraints for providing the best quality services to the customers by Emirates airlines. As the number of passengers has decreased in recent years due the outbreak of COVID-19, the organisation should focus on enhancing the quality of customer services through strategic management of its technical implementation and strategy adoption. The organisation needs to evaluate the existing trends in the market to keep pace with the customers'

choices and address the competitors' threats. The organisation has invested significantly in implementing different technologies and strategies to enhance customer satisfaction. The major issue with the organisation is currently associated with its ability to make strategic investments in the implementation of equipment and technologies that often address the customers' exact needs during their travel. For this, it has become quite challenging for the company to retain its loyal customers as well as to attract new customers to keep pace with the technological changes and adoption in the market. The organisation needs to enhance the overall quality of its processes to significantly improve the quality of its customer services.

The organisation has always worked toward enhancing its employee satisfaction to retain a major portion of its talent pool. Without skilled employees, it is often highly challenging for an organisation to ensure improvement in the quality of its services. Thus, the organisation should have been careful regarding its employee retention strategies from the beginning, along with bringing improvement in service quality to effectively execute its service improvement plans. The quality of some of the customers' services has effectively improved the experience. For instance, the organisation invested significantly in implementing Covid-safe technologies by establishing the Covid-19 innovation hub. The organisation has also been rated as one of the safest airlines in the world (Emirates, 2022). This reflects the organisational capability of adapting to the external environment of the business. Thus, the organisation must determine its capability of improving its existing processes through continuous improvement in the services. The organisation increased competitive ability that needs to be built up to ensure long-term survival in the fiercely competitive market.

The organisation is mostly aiming to bring innovation in its services to enhance quality, and for this, it has established an innovation hub for fostering innovation. The organisation often implements proper focus on enhancing the quality of its existing services, which often results in enhancing of service quality, causing passengers to develop huge satisfaction. This has led to the retain of a majority of customers. Thus, the research study has provided an insight into the potential ways the organisation can enhance its service quality by focusing on the existing services.

1.3 Research Problem Statement

Previously, studies generally focused on understanding how airlines such as Emirates airlines have enhanced their customer services. This research study has provided an insight into how the total quality management system of Emirates airlines could be enhanced over time through proper strategic adoption and implementation with proper evaluation of the strategies.

In 2020-2021, the number of passengers fell significantly due to COVID-19 outbreak, resulting in some losses on the part of the organisation. Moreover, in 2022, the number of customers is expected to increase due to an enhanced focus on enhancing customer services through improvement in TQM.

The organisation is dealing to continuously improve its quality services, which are becoming a challenge in achieving the objective of providing the best customer services. This research study has provided a proper understanding of the importance of integrating quality in various stages of planning and decision-making in the organisation when adopting new strategies for enhancing total-quality management of customer services in order to enhance the relationship between customer expectation, customer experiences and customer satisfaction.

1.4 Research Aims and Objectives

1.4.1 Research Aims

The fundamental aim of the research study is to analyse and evaluate the corporate excellence of Emirates airlines for bringing improvement in the quality of services through obtaining the customer's satisfaction and enhancing their loyalty to the brand of Emirates airlines.

In this regard, the components of the total quality management system have been considered to understand whether the organisation has been able to implement all these components in its services or not to gain insight into its achievement of corporate excellence. The research study has also analysed the organisational efficiency in enhancing service quality and addressing customers' needs.

The research study has also aimed at analysing the current issues the organisation is facing when ensuring effective service quality. In this regard, the challenges have been investigated in the research study by reviewing the existing strategies of the organisation. The research study has further considered analysing the principles of corporate excellence of an organisation to analyse whether Emirates airlines has been capable of satisfying all these principles to determine if the organisation can implement TQM processes effectively.

1.4.2 Research Objectives

Objectives of the research study include:

- To explore the challenges this organisation is currently facing in relation to the enhancement of the quality of its services

- To analyse the role played by leadership style and employees' skills development in this organisation
- To determine different elements and principles of customer's satisfaction
- To evaluate and analyse the importance of leadership style and employee's skills development for improving Emirate Airlines' service quality significantly
- To analyse the benefits of effective communication, staff recognition, employees training and teamwork for enhancing the customer satisfaction and increase their brand loyalty

1.5 The Structure of the Research Study

This dissertation study will be broken into five chapters in order to achieve the goals of this research. The first chapter provided a concise overview of the research main concepts connected to customer satisfaction and total quality management in airlines industry and the master goal of the research study and significance of the research topic.

The second chapter will begin thorough analysis of a number of literatures related to airlines industry, leadership style, effective communication, staff recognition, employee skills development, teamwork and their effect on customer stratification and their loyalty to brand at airlines industry, and study in Emirates airlines company.

The third chapter contains the research methodology, illustrate the research approach, process and instruments used in this research and the data gathering process and ethical consideration during collecting the data.

The fourth chapter cover the explanation of the research study findings and an illustration of the data analysis methods employed and will offer a thorough analysis of the input variables that will be used in various data processing algorithms to produce the most exact and accurate results. The output data and findings of the chosen criteria are included in this chapter.

The fifth chapter summarizes all dissertation subjects and provides the research study conclusion, recommendations, limits, and future research suggestions.

CHAPTER 2 : LITERATURE REVIEW

2.1 Impact of Leadership Style on Customer Satisfaction

2.1.1 Leadership Style

2.1.1.1 Concept of Leadership

Leadership involves a procedure through which an individual influences other around them to accomplish a certain objective to achieve a shared vision. Leadership plays a vital role in making the organisation successful. Organisational leaders communicate organisational vision and mission with the employees at all levels to achieve the organisation's long-term objectives and goals. Therefore, leadership plays a critical role in ensuring every organisation's success by inspiring everyone to invest their talent towards fulfilling the organisational objectives aligned with leaders' vision and strategic plan for successful achievement of organisational mission and vision (Mercader et al. 2021). Leaders of the organisations are major drivers of organisational growth as they influence the workers' attitudes and behaviours to ensure that the employees are motivated enough to work towards achieving the shared objectives of the organisation by aligning their personal goals with the organisation's goals. Poor leadership is often associated with enhanced risks of employee turnover and the loss of a substantial proportion of the skilled workforce.

This often makes it highly challenging for the companies to maintain and manage their competitiveness in the market due to the problems in managing services and process quality. Thus, it is essential to focus on adopting a proper leadership style that can ensure proper motivation and management of the organisational employees to, in turn, ensure effective management of their skills. It helps in effectively managing the quality of organisational

services through proper deployment of skills and expertise of the workers. As opined by Astuty and Udin (2020), Transformational leadership is one of the most effective leadership styles that can have a significant positive influence on the performance of employees in an organisation. It impacts the workers' commitments towards enhancing the quality of their performance through continuous development of their expertise and skills. This enhances the likelihood of the organisations achieving their short-term and long-term goals. In the absence of proper leadership, it becomes impossible for the organisations to achieve their objectives as employees do not get the right directions, and they find it challenging to accomplish their tasks by satisfying the minimum quality standards. Proper leadership aids in the creation of positive culture in the organisation, boosting employees' morale, enhancing employee engagement and building immense connectedness of the employees with the organisation. This positively influences the workers' intentions, impacting their ways of performing their tasks with full efficiency. Leaders also take an active part in shaping the policies and strategies of the organisations for ensuring employees' well-being while providing the employees with proper directions for making them understand how they should accomplish their tasks to achieve the organisational goals and objectives. The leaders play a major role in influencing and empowering the employees of the organisations to enhance the workforce satisfaction required to enhance the workforce's productivity (Cavaliere et al., 2021). This can further help enhance the quality of organisational operations and processes through enhanced satisfaction amongst the organisation's workers.

2.1.1.2 Importance of Leadership Style on Obtaining Customer Satisfaction

The role played by organisational leadership in the management of the services and products quality of the organisations forms the backbone of the organisation's improvement strategies. Leaders set unity of purposes along with establishing directions of organisations for significant

improvement in the quality of organisational processes and services. Quality management plays a vital role in alleviating the risks associated with ethical conflicts. Leadership plays a key role in ensuring proper quality control by setting the right direction for the organization. According to Kim and Thapa (2018), Ethical leadership plays a key role in showing customers that the organization is constantly striving to ensure quality of service while ensuring compliance with CSR requirements. Transformational leadership has also been found to be highly effective as the leaders who follow this leadership style are committed to developing the skills and expertise of the workers to improve the quality of the organisational services and processes through proper deployment of the employee's skills in the improvement of quality. This can enhance the total-quality management processes of the organisations. Further, good leaders focus on setting quality-improvement goals for achieving, which the leaders aim at equipping the workers with skills and methods. The leaders also aim to build a proper management structure that is required to enhance the quality of the organisational processes, services and products. Leadership plays a vital role in implementing TQM processes in organisations by setting out a proper culture, which is necessary for ensuring the success of a total quality management approach. As cited by Qiu et al. (2019), There is a positive correlation between quality of service and authentic leadership. Leaders at the top-management level facilitate employees' empowerment, resulting in an improved job-satisfaction level amongst the employees. This increased level of satisfaction helps in the achievement of the total-quality management goals by creating a climate of customer satisfaction and total quality management. This also influences employees to develop a commitment to perform well and enhance the quality of the organization's services and products to meet its long-term and short-term goals, including enhancement of competitive advantage, increased profitability and enhancement of customer satisfaction. Efficient leaders

in an organisation influence the workers to align their personal goals and decisions with the organisation's overall objectives and goals, resulting in a significant improvement in the quality of their performance. This helps enhance the organisations' competitiveness, leading to a significant improvement in corporate excellence. In simple words, the consequences of effective leadership in organisations include enhanced employee retention, high levels of employee morale and enhanced customer satisfaction. Management and leadership behave in ways that show the organisation's customers the huge importance of service quality (Ladewski and Al-Bayati, 2019). An innovative organisational culture is established through prioritisation, management and delegation of work in a proper way amongst the employees of the organisation. Leaders aim to set an agenda specifying each employee's responsibilities while specifying the quality standard to be met against each activity. This can enhance the quality of performance of each employee while enhancing the employees' satisfaction with their jobs.

2.1.1.3 Use of the Concept of Leadership Style in this Research Study

The research study has focused on analysing the need for Emirates airlines to implement the TQM approach for improving service quality and improving the organisation's impact on the environment. Therefore, it is essential to focus on considering the adoption of a proper leadership approach to bring significant improvement in the quality of organisational procedures and services. To ensure environmental quality enhancement, adopting ethical leadership could be highly effective for improving organisational reputation in the market. The quality of the organisational procedures could be improved by implementing transformational leadership that can aid in aligning the personal objectives of the organisational goals. This can aid in effectively managing the organisational quality and profitability of the organisations (Park and Pierce, 2020). Using a proper leadership style can enhance the quality of organisational processes,

leading to an increase in the reputation of the organisation in the market. Proper leadership could also eliminate the risks associated with a high level of employee turnover and can aid in proper management of the quality of services resulting in significant improvements in the quality of organisational processes and services.

2.1.1.4 Use of the Theoretical Model and Frameworks Assisting the Concept of Leadership Style

The adoption of transformational leadership can aid in enhancing the quality of the overall organisational process by aligning the employee's personal goals and interests with the goals and objectives of the organisation. This leadership approach aims to enhance self-confidence and morale amongst the team members for realising overall success. In this regard, applying the transformational-leadership model could be considered for determining how implementing a transformational-leadership model can aid in enhancing the quality of services of the organisations through proper management of workforce skills, knowledge and expertise (Burawat, 2019). According to this model, four major aspects influence the workforce management process for improving the organisation's quality of services. The aspects associated with workforce management include individualised considerations, intellectual stimulation, inspirational motivations, and idealised influence. Through inspirational motivation, the transformational leaders aim to motivate the organisational workers to align their interests with the organisational objectives to enhance the opportunities for proper quality management and to increase the corporate excellence of the organisations.

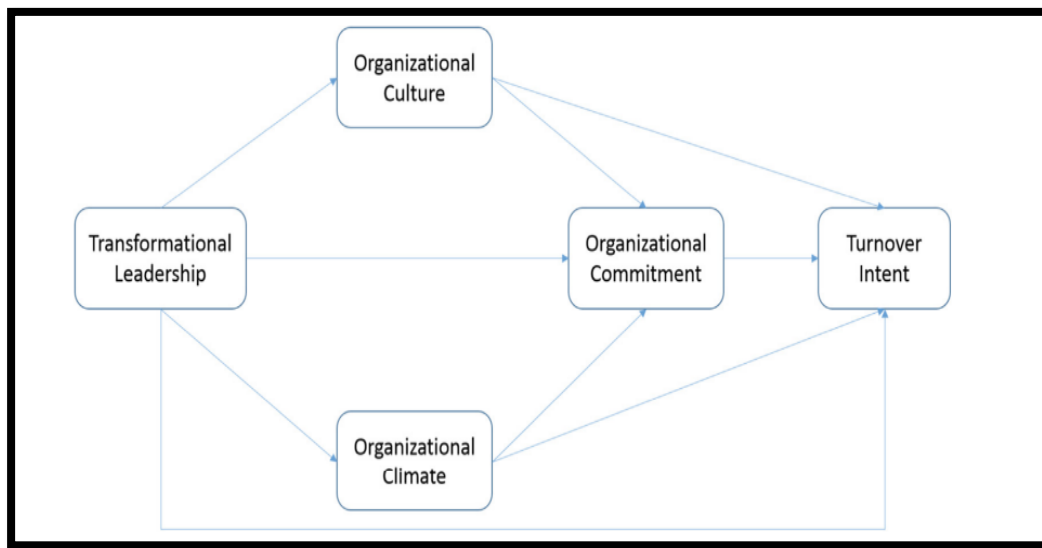


Figure 2.1: Transformational –Leadership Model

(Source: Park and Pierce, 2020)

2.1.2 Effective Communication

2.1.2.1 The Concept of Communication

Communication involves the transmission of both non-verbal and verbal messages via certain means regarding a specific matter. The organisational communication framework consists of different senders, means and receivers. Proper communication should be imperative for transmitting the messages regarding organisational goals, objectives, vision and mission to enhance the opportunities for the achievement of the same. It requires the utilisation of proper communication means to ensure uninterrupted transmission of messages from the senders to receivers. As cited by Stacho et al. (2019), an open communication framework of an organisation can ensure a high level of competitive advantage through the proper transmission of messages from both employees to managers and managers to the employees as this system encourages every individual at all levels to present their opinions and views without hesitation. This enhances the opportunities for achieving organisational excellence as all the people feel

highly motivated to work efficiently through properly aligning their goals with the organisational objectives (Sueldo and Cuenca, 2021). In simple words, this system makes the employees at all levels feel highly valued due to the empowering aspects of the system. The organisations should consider providing the workers with the opportunities to speak their voice whenever required to enhance tier satisfaction. Proper communication should always be emphasised at the top management levels of the organisations to ensure that the leaders are able to communicate the ultimate goals of the organisations with the employees at every level. Without proper communication of the goals, it is quite challenging for the organisational workers to determine how they should perform their duties to achieve corporate excellence. Further, proper communication regarding the responsibilities of the workers should also be emphasised to ensure effective management of their performance. This can help the workers to understand their duties in a proper way based upon which they can develop their skills or improve their areas of weaknesses for the achievement of organisational objectives and goals. This can aid in enhancing the opportunities for the achievement of corporate excellence as well as the satisfaction of organisational objectives by the workers in the best possible ways.

The organisations can also get the opportunity to ensure a high level of worker satisfaction through proper management of their communication needs to address certain issues. Therefore, every organisation is required to focus on implementing a proper communication framework for ensuring effective management of the workers' performance and aligning the needs of the workers with the corporate objectives to ensure the achievement of maximum competitive advantages over the rivals of the organisations in the market (Chen et al. 2020). Proper communication can help provide proper directions to the workers regarding how they can accomplish the tasks effectively through proper deployment of their knowledge and skills. This

can aid in proper management of the workers' performance, leading to the achievement of the organisations' long-term and short-term objectives.

2.1.2.2 Importance of Communication to Obtain Customer Satisfaction

Communication plays an important role in ensuring effective management of the quality of organisational services and processes. Through proper communication, the organisations can support and influence the changes in the behaviour of the employees to ensure the achievement of the objectives of bringing significant improvements in the quality of services and processes. Communication is essential for improving the processes and services of the organisations and sustaining the improvements in the long run. This can aid in ensuring the achievement of the organisational objectives involving improving the quality of the services and processes. Thus, communication also plays a vital role in gaining maximum competitive advantages over the rivals in the market by ensuring proper management of employees' performance (Adamik, 2019). The organisational employees can also become capable of communicating their issues with the top management through the implementation of effective communication means. Thus, the organisations are required to focus constantly on implementing an effective communication framework through the inclusion of proper communication means to facilitate both non-verbal and verbal communication amongst the workers and leaders of the organisations. The organisations are also required to focus on implementing proper strategies for driving communication amongst the workers through the development of inclusive organisational culture. The inclusive culture of an organisation is focused on influencing the employees to speak their voice, and this often empowers them to make the decisions regarding their work that enhance the opportunities for innovation in the organisation. The encouragement of innovation could be emphasised at the top level, and through proper communication, the organisational

leaders can encourage the organisations' workers to develop innovative strategies to provide the organisations with the opportunities to deal with the competitive pressure in the market. This can further aid in gaining maximum competitive advantages over rivals (Qosasi et al., 2019). The organisational communication strategy should align with the organisational objectives involving the quality of the services or products. Through proper communication, the organisations' leaders could communicate the quality criteria and standards required by the company to the employees in relevant departments to ensure effective management of service quality. Communication is also imperative for providing the customers with a clear insight into the organisational initiatives for maintaining service and product quality to ensure proper customer satisfaction management. In this regard, the organisations must focus on developing proper means for communicating with the customers regarding quality initiatives, which could include non-verbal communication platforms such as email and social media. This can aid in ensuring customer satisfaction through proper communication management amongst the organisational employees. For effective communication management, it is essential to focus on communicating with the workers using various communication mediums. Face-to-face communication should further be emphasised for the development of trust and loyalty within the organisational workers, which can aid in effective management of the quality of performance of the workers (Adamik, 2019). As the loyal and satisfied workforce is always committed to ensuring effective management of the quality of services of the organisations to ensure customer loyalty, the organisations can find it possible to achieve their objective of enhancing corporate excellence.

The leaders of the organisations need to focus on adopting inspirational leadership to encourage the employees to communicate with the management to ensure proper management of their

needs. This can act as a source of motivation for the workers, which can influence them to work with a high level of efficiency to enhance the quality of their performance in providing services to the customers. It can aid in achieving competitive advantages for organisations to a significant extent (Severo et al. 2020). Therefore, the organisations need to communicate the workers' needs properly to enhance motivation and influence the workers to achieve the organisational objectives through proper management of their skills or expertise. This can aid in managing the quality of organisational services through mitigation of the threats associated with employee dissatisfaction with their jobs to a huge extent.

2.1.2.3 Use the Concept of Communication in this Research Study

Emirates airlines faces some challenges to ensure employee retention, which has a few negative impacts on the organization's overall performance. The organisation is enhancing to manage its service quality by implementing innovative services and strategies to enhance customer satisfaction and attract new customers. This will enhance the organisation's customer base to some extent; however, ensuring retention of the existing customers through management of the quality of the organisation's existing services. This will require the company to focus on retaining a substantial part of its existing workforce to enhance the opportunities for providing the customers with premium quality services.

To ensure a high level of retention, the organisation may need to consider more providing the workers, especially in the ground service and cabin crew departments, to communicate their needs and issues with the managers to determine the best ways of eliminating their problems and ensuring their retention in the organisation in the long run (Radey and Wilke, 2021). This would require the company to enhance the communication framework for ensuring the

satisfaction of the communication needs of the employees, which will require the implementation of both non-verbal and verbal communication means to facilitate sharing of workers' issues without hesitation.

2.1.2.4 Theoretical Models Assisting the Concept of Communication in this Research Study

The communication model by Berlo could be applied to determining the best ways the organisations like Emirates airlines can implement a communication framework for communicating organisational vision, mission or goals with the employees at all levels for proper management of the quality of organisational services and processes. The model consists of components: message, channel, sender and receiver. It requires the organisations to focus on implementing a proper and uninterrupted communication channel that alleviates risks associated with barriers during communication amongst the organisational employees. This can also require the organisations to implement non-verbal and verbal communication means such as social-media communication and email communication. This can aid in establishing a stringent communication framework for ensuring proper management of quality of performance.

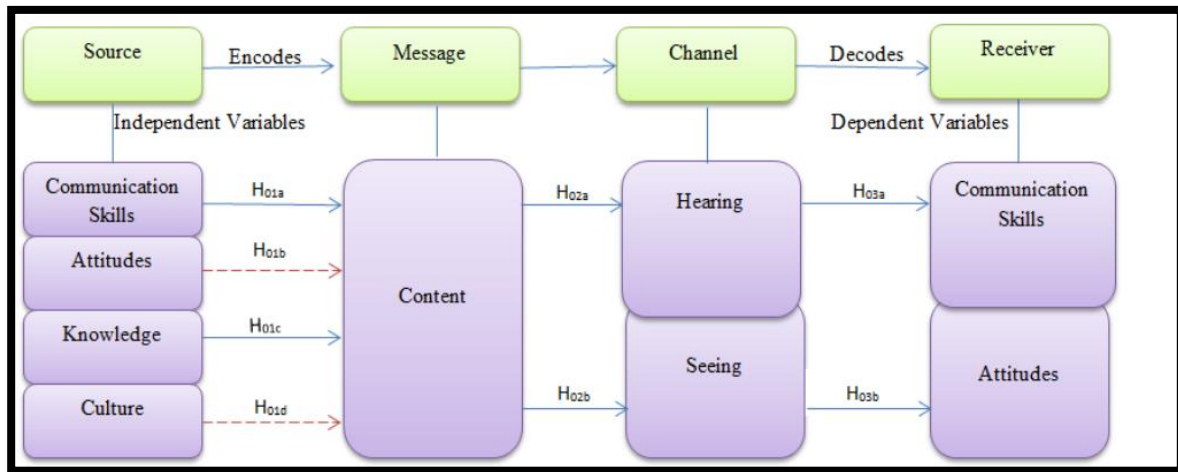


Figure 2.2 Berlo's Model of Communication

(Source: Muyanga and Phiri, 2020)

2.1.3 Staff Recognition

2.1.3.1 The Concept of Recognition

Recognition is all about acknowledging the employees of the organisations in public on the basis of their contributions to the organisations. It is one of the major requirements of the employees of the organisations as they often expect their organisations to consider providing them proper acknowledgement for appreciating their efforts towards making the organisations successfully achieve their goals in both the long-run and short-run. It is one of the employees' major motivation sources (Baqir et al., 2020). Therefore, it is important to ensure the people's motivation to get the work done within the stipulated time. Further, it is also important to focus on reinforcement of specific behaviours, activities and practices within the individuals to ensure proper recognition of their efforts by their peers, managers and others in the organisation. The organisations could consider providing recognition to the individuals in various forms, including personal appreciation, employee rewards programs, team-celebration and many more to ensure proper employee motivation management. It will help influence the workers' intentions and

willingness to work efficiently to ensure the success of the organisations they are working in. This can significantly impact their quality of performance as they will feel highly motivated to work properly through their skills and expertise in proper ways based on specific criteria of the organisations for management of quality of their services and processes.

The satisfied workforce is always committed to ensuring an organisation's high level of profitability as it always focuses on devoting 100% potential to the development of process efficiency of the organisation by developing skills and knowledge (Molina-Praena et al., 2018). This aids in proper management of workforces through continuous motivation for working properly, and it becomes possible by including proper human-resource performance management strategies such as the establishment of proper recognition or acknowledgement system. Implementing an efficient recognition system can benefit organisations by ensuring a significant increase in employee productivity, enhancement of employee satisfaction, and improved employee morale, which is essential for effective management of the quality of the organisational processes and operations. This system also ensures a high level of employee retention of workers that can help enhance the opportunities for managing and implementing changes required for improving organisational processes and services.

Thus, through proper acknowledgement of employees' efforts and recognition, the organisations can successfully leverage the employees' talent and skills for proper management of their product or service quality and improvement in their existing operations. Notably, a sense of personal accomplishment influences the employees to develop a feeling of being valued (Molina-Praena et al., 2018). This feeling can cause the workers to employ their full potential to ensure the achievement of their personal and overall organisational objectives for enhancing the opportunities for managing the corporate excellence of the organisations in a highly

competitive market. Thus, the organisational leaders are required to aim at acknowledging the workers' initiatives of achieving the organisation's goals through proper recognition in terms of intrinsic and extrinsic rewards.

2.1.3.2 The Importance of Staff Recognition to Obtain Customer Satisfaction

Recognition is something which enhances the interests of an individual to continuously improve his or her way of performing after getting proper acknowledgement upon completion of his or her previous activities. In this regard, the organisational leaders should implement a proper performance management strategy for identification of the skills of the workers in a proper way and recognition of their effort to utilise those skills for enhancing opportunities for improved performance and increased profitability. As cited by Jaworski et al. (2018), job recognitions enhance the commitment of the employees of the organisations to a huge extent that causes them to carry out their work in the best possible ways to ensure the success of the organisations they are working with. A high level of commitment by the employees in the workplace can improve willingness to enhance the quality of their performance and continues to perform their tasks more efficiently as compared to earlier. This can help the organisations enhance the quality of their services and operations by properly managing employees' performances. The satisfied workforce always focuses on finding the best possible ways of enhancing opportunities for their organisations to excel continuously by coping with the huge competition in the market. For this, the employees focus on coming up with the best solutions for addressing the problems the organisations face, which enhances the organisations' ability to compete with other players in the market.

This also aids in the proper maintenance of organisational service quality as the employees start to align their personal goals with the organisational goals. This can aid in properly managing the organisational service quality according to the basic criteria set by the organisations for competing successfully in the market. The organisations also get the opportunities to access the best ideas of the workers as they become able to provide proper ideas for specific issues leading to effective management of the problems faced by the organisations. Apart from that, the organisations can also ensure corporate excellence through recognition as the employees always try to come up with creative ideas to enhance the organisations' competitiveness in the market. The organisations can also manage the quality of their processes through effective management of their workforce as recognition enhances motivation, and the workers develop an intention of addressing their skill gaps to improve the quality of the ways they are regularly working. This enhances the opportunities for gaining maximum competitive advantage by the organisations resulting in significant improvement in corporate excellence. Recognition not only enhances the engagement of the employees but also enhances employees' loyalty towards the firms, causing a significant improvement in the reputation of the organisations in the market (Sherwood et al. 2022). Thus, it is essential to consider enhancing the motivation of the workers through continuous management of employees' performance by adopting a proper performance management approach. Recognition has a vital role in ensuring the success of organisations, especially when they aim to bring change to their existing systems or services. Recognition of employees' efforts in performing their activities can motivate them to embrace changes implemented by the organisations. Therefore, it becomes possible for organisations to enhance the quality of organisational processes and services significantly. Therefore, proper recognition

could influence the workers to work on the changes implemented by the organisations enhancing the quality of the services.

2.1.3.3 Use of the Concept of Recognition in this Research Study

Emirates airlines has always aimed to improve service quality by embracing innovation opportunities to enhance its competitive edge and attract customers. Thus, the organisation can consider providing the workers with proper recognition during the change implementation process to enhance their satisfaction with their work (Gigliotti et al., 2019). The organisation can manage the changes effectively by properly managing workers' performance. For this, recognition upon completing a particular work successfully can help enhance workers' engagement with the changes implemented by the organisations.

The organisation's focus on acknowledging the workers' efforts can help ensure a high level of worker retention in the organisation (Amado et al., 2022). Further, the organisation can also consider establishing short-term objectives for the organisational workers. Upon achievement of the objectives, the organisation should acknowledge the efforts and initiatives of the employees through proper recognition in the forms of rewards and team parties. This can become a proper source of employee motivation in organisations. Therefore, it will be possible to ensure proper management of changes to improve the quality of the organisational services and processes. Therefore, this can help enhance the overall quality of the organisations, and therefore, the organisations can enhance their corporate excellence in the market resulting in a huge competitive advantage.

2.1.3.4 Theoretical Models of Staff Recognition

The recognition of employees upon achievement of the organisational objectives can help the organisations to enhance their reputation in the market. In this context, the reinforcement theory could be applied to gain a proper understanding of how positive reinforcement of the employees' behaviours could be ensured through enhanced recognition or acknowledgement (Amado et al., 2022). Positive reinforcement of employee behaviours involves providing the employees with the opportunities to satisfy their personal accomplishment needs, and it is possible by providing them with proper recognition in intrinsic and extrinsic motivation forms. This can help in enhancing the opportunities for corporate excellence as well.

2.2 Impact of Employee Skills Development on Customer Satisfaction

2.2.1 Employee Skills Development

2.2.1.1 Concept of Employee Skills Development

Organisational capabilities include some of the intangible assets that help in the successful execution of the business strategies and the satisfaction of organisational customers. The organisation's capabilities could involve customer-oriented, inspiring leadership, innovation, and so on that can enhance the organisation's ability to gain huge profit and make its position strong in the market. The Knowledge and skills of employees are also the capacity of the organization, which plays a great role in ensuring the establishment of the organization. These capabilities can enhance the organisations' opportunities to attract many customers through continuous improvement of their services and processes through effective management of their strategies. On the other hand, competitive advantage is all about the enhancement of organisational position in the market in such a way that can ensure more profit for the

organisations. This requires the organisations to focus on leveraging the capabilities, including the skills of the workers and efficient leadership, that can aid in enhancing the competitiveness of the organisations (Azeem et al., 2021). Thus, organisations need to recognise their talents and develop the skills of the talented workforce to provide them with opportunities to exploit organisational knowledge effectively. Organisations must focus on providing their workers with the opportunities to enhance their knowledge through continuous development or training programs, which can aid in ensuring effective management of the skills and expertise of the workers. The major source of competitive advantage is proper leadership, which could enhance the chances of aligning the workers' needs with the organisation's objectives. This can aid in ensuring the development of the organisational capabilities resulting in a significant increase in competitive advantages. The organisations can also enhance their goodwill in the market through enhanced motivation as they adopt the strategies of providing the employees with proper training and development (Muyanga and Phiri, 2020). This can build employee loyalty to the organization while improving their ability to accept change in order to successfully compete with competitors in the market. The employees could also identify the change requirements by reviewing the external threats or opportunities in the market to enhance their competitiveness (Solberg et al., 2020). This can also help the organisations in managing their competitiveness in the market and ensuring their successful survival in the long run. It is also essential for the organisations to implement proper strategies as part of their capacity development initiatives to understand the changes to be made in their strategies for enhancing opportunities for increased profitability. Enhancement of employee involvement in strategic decision-making can help the organisational leaders to gain access to several different ideas through effective brainstorming. Thus, proper strategy development would require adopting an

effective leadership approach that can help enhance the organisational ability to gain maximum competitive advantage through addressing the competitive threats and outperforming the competitors in the market.

2.2.1.2 The Importance of Employee Skills Development on Obtaining Customer Satisfaction

Proper management of employee skills development is essential for enhancing organisational ability to implement effective strategies for enhancing organisational profitability and increase customer satisfaction. In the highly competitive markets of every industry, it is becoming increasingly essential to focus on enhancing the organisations' competitive edge through the implementation of proper strategic initiatives (Saha et al., 2018). The need for the organisation to enhance service quality could only be satisfied if it can implement proper strategies for continually developing employee skills. Proper management of employee skills development can also require the organisations to develop the workers' skills through training programs. This can have an impact on the ability of the organisations to enhance the quality of their services and processes by leveraging the employee skills development.

Proper leadership and skills of the workers are major capabilities of the organisations that can help improve corporate excellence through effective management of competitive pressure from the competitors of the organisations. Organisations can also enhance their corporate excellence through proper management of their workers' skills and expertise, which can become a major source of the organisations' competitive advantage. For this, it will be essential to focus on the adoption of an effective leadership style that can help in the effective identification of the skills in the organisation and develop the skills for ensuring mitigation of the challenges faced by the organisations through leveraging the skills of the workers in the best possible ways. As cited by

Bell et al. (2018), proper strategies should enhance organisational opportunities to achieve competitive advantages. The implementation of total quality management initiatives would require the organisations to focus on utilising the workers' skills strategically to ensure overall enhancement of the quality of organisational processes and products that can help enhance the goodwill of the organisations in the market (Mention et al., 2019). The organisations should also focus on enhancing corporate excellence by enhancing the retention of the employees, and this can help in enhancing the chances of implementing effective strategies that can aid in improving organisational position in the market to a significant extent. The organisations' constant focus on adapting to the changes can require a proper review of their existing capabilities to ensure the achievement of the objectives, including enhancement of profitability and improvement of customer base. The organisations are also required to focus on leveraging workers' skills by enhancing motivation for which performance-management strategies are to be implemented that can influence the workers' intentions to work efficiently for the organisations. Thus, the strategies of performance management and skill development can help organisations gain maximum competitive advantages over the other players in the market. There should be provisions for enhancing the capabilities through effective human resource management and the adoption of proper leadership approaches. The organisations can also improve the overall quality of the processes as effective management of human resources skills can help manage the employees' expertise in the best possible ways. This can further aid in proper management of the quality of workforce performance, leading to a high level of worker retention in the organisations.

The organisations' strategies should align with the goals of the quality management objectives of the organisations. Therefore, there should be the provision of aligning the personal

development of objectives of the workers with the organisational objectives to motivate them to understand the importance of managing organisational quality through continuous development of their performance (Saha et al., 2018). It will also require the companies to focus on determining the possible sources of motivation of the workers to make them accept the changes implemented by the organisations to cope with the challenges present in the market for ensuring corporate excellence. A proper change-management strategy should be in place to ensure proper management of workers' intentions towards achieving the organisational objective through properly aligning their interests with the organisational goals and interests. This can enhance the opportunities for continuous improvement of the quality of processes of the organisations along with proper enhancement of corporate organisational excellence.

Capability-building initiatives involve the development of the knowledge and skills required for the completion of specific tasks by the employees of the organisations in the desired manner while satisfying the quality criteria. This will require the company to focus on providing the employees with proper development opportunities to reinforce their positive behaviours towards achieving organisational objectives involving enhancing the quality of organisational processes and services. To gain access to innovative ideas, the organisational leaders must consider enhancing the workers' engagement with the organisational processes regularly for implementing innovative strategies for quality improvement (Garcia-Morales et al. 2018). The organisations should also be careful about managing the workers' skills positively by ensuring recognition and acknowledgement after the successful completion of certain works. This can aid in ensuring corporate excellence as innovative strategies can provide organisations with the opportunities to attract a large customer base. This can aid in gaining maximum competitive advantage, leading to establishing a strong position for the organisations in the market. The

utilisation of the skills and knowledge of the workers through effective motivational strategies can help in getting access to a number of different innovative strategies. This can, in turn, help the organisations manage the workers' performance in the best possible ways through continuous development of their expertise in the requisite areas.

2.2.1.3 Use of the Concept of Employee Skills Development in this Research Study

The research study has provided a proper understanding of how organisations such as Emirates airlines in the Aviation industry can enhance corporate excellence by implementing a proper total-quality management approach. The organisation has implemented several strategies to ensure innovative service development to attract a large customer base. The company has also aimed at the proper management of the quality of its services through the adoption of different measures. However, with a significant enhancement of competitive pressure in the aviation industry, it is becoming imperative for organisations to enhance service quality through the adoption of a proactive approach. The organisations may focus more on enhancing the quality of their existing services and the newly developed services for proper customer satisfaction management. The organisation may focus on enhancing its capabilities through proper review and utilisation of the capabilities, including the skills or expertise of the existing staff and proper management of the leadership (Donnellan and Rutledge, 2019). Therefore, the organization should focus on implementing the right retention strategies to reduce employee turnover and manage service quality to improve competitive advantage. This could be possible by providing employees with proper development and training opportunities to enhance their skills and expertise.

This can aid in enhancing the capabilities of the organisations to a huge extent. The development of the human resource capabilities of the organisations can help in gaining maximum comparative advantage by enabling organisations to leverage the skills for implementing effective strategies to achieve corporate excellence (Singjai et al. 2018). Emirates airlines may also consider cutting down its expenses in innovation to some extent, as the resource-based view of competitive advantages requires the companies to manage the organisations' resources strategically. The organization should focus on human resource capabilities to enhance the overall quality of the performance of its individuals and services through appropriate training. A substantial proportion of organisational revenue should be used in the development of the skills of the individuals to enhance their ability to cope with the changes in the market and adapt to the changes implemented by the organisation to stay competitive. It is also essential to develop the workers' skills to enhance their ability to perform their duties in the best possible ways without facing any difficulty while accomplishing the tasks.

Therefore, as Emirates airlines always focuses on developing innovative services to improve its quality, the workers might feel stressed, especially when working with the new service processes. This requires the company to focus on providing the workers with the opportunities to develop their expertise following the new change requirements (Dubey et al., 2019). Further, Emirates airlines is also required to identify the areas of weaknesses of their workers to enhance the chances of satisfying their requirements for effectively developing skills. This will not only aid in ensuring effective management of the quality of organisational services and processes but also help the company retain most of the talented workers in the long run. This can help the organisations to gain maximum competitive advantage while ensuring the best possible ways of managing the workforce performance leading to a significant improvement in the quality of

organisational processes. Emirates airlines could also enhance its competitive advantages through continuous improvement of its service quality through effective management of the performance of organisational workers. The organisation may focus more on identifying the factors that can motivate their workers in the best ways for ensuring proper management of their performance and enhancement of satisfaction with the organisation. For this, the organisation can provide the workers with the opportunities to gain access to proper recognition upon completion of certain tasks or achievement of some short-term objectives. This can help the organisation manage the workers' intentions to work properly with the new systems involving the requisite changes in the processes for enhancing the organisation's competitive advantages. There will be provisions for adopting a proper leadership style to properly communicate organisational strategies and vision with the employees and influence the workers to work effectively under a new process. This can help the company manage the workers' performance in the best possible ways through enhanced motivation and inspiration. An inspirational leadership style could be transformational leadership that can aid in managing the changes most efficiently as it can help properly manage employees' goals by aligning the same with the organisation's goals (Burawat, 2019). This will require the company to make changes in the existing leadership approaches to ensure proper management of the changes and achievement of the objectives involving continuous improvement in the quality of its services to ensure heightened satisfaction of the customers.

2.2.2 Employees Training

2.2.2.1 The Concept of Training

Training involves enhancing employee performance by transferring practical organisational knowledge and on-job skills and capabilities of the organisational workers. This greatly affects the performance and quality of the employees' work and thus ensures a significant improvement in the service quality of the organization. Training within an organisation generally aims to improve an employee's performance, productivity, capacity and capability. Training could be of two types: on-job and off-job training. On-job training is provided to develop employees' knowledge and skills required by the job in the real working environment. On the other hand, off-job training is provided when organisations provide the employees with the opportunities to develop their skills from a location outside the organisation to develop an in-depth understanding of the organisational processes. Training can enhance the chances of the workers to get promotions by developing their skills that can act as a motivational force towards enhancing their loyalty and retention rate. Through proper training, the organisations can be able to identify the potential areas of improvement for the employees based on their specific skill gaps, which can aid in enhancing the overall organisational ability to improve the quality of the employees' performance (Carlisle et al., 2022). Proper training could further enhance the employees' confidence as they get the opportunities to develop the specific skills required for performing their duties in the best possible ways. This enhances their trust and loyalty towards the organisations, significantly impacting their performance. Organisations nowadays are focusing on providing the workers with need-based training through which it is becoming possible for them to enhance specific skill sets of the employees to improve the overall performance of the organisations. Training is a major factor that not only helps the employees

to strengthen their existing skillsets; it also helps them develop new skills that can help in the employees' career progression. Therefore, training plays a pivotal role in ensuring employees' job security and job satisfaction, enhancing the possibility of a high level of skill retention (Jayaraman et al. 2018). Training in the organisations results in enhanced employee morale due to a significant decrease in absenteeism, a reduction in employees' dissatisfaction with work and so on. This can help the organisations retain a substantial proportion of their talented workforce by effectively reducing employee turnover. Training also enhances employee commitment to the organisations by providing them with the opportunities for exploring or nurturing their existing skills leading to a significant increase in their satisfaction and adjustment to their work. Training can enhance employee motivation by providing them access to proper learning opportunities.

2.2.2.2 The Importance of Staff Training to Obtain Customer Satisfaction

Training provides the employees with the opportunities to significantly improve their performance. Proper training helps the organisational employees determine how they should perform their work through employment of the requisite skills, expertise and knowledge. As cited by Fakhridinovich and Khalimovich (2022), organisational training improves the quality of organisational services. Therefore, proper training can aid in enhancing customer satisfaction to a significant extent. Through proper training, the employees get to understand the best possible ways of identifying the changes in the customers' existing needs, causing them to determine the best possible ways of addressing the needs through proper deployment of their skills and providing the customers with high-quality services. Thus, it is clear that training guarantees a significant improvement in the service quality of organizations. Training can

provide organisations with an increased opportunity to enhance their competitiveness as it helps them to outsmart their competitors through the enhancement of service excellence.

The organisations can also be able to improve customer satisfaction through enhanced focus on training programs as this can help them to transfer the essential skills and knowledge amongst the employees to make them understand how they find new and innovative ideas to meet the ever-changing needs of customers in the market. The organisations can also provide the employees with training depending on the quality principles that can help achieve the organisational goal of providing the best quality customer services (Para-González et al. 2018). Staff training related to customer behaviour could be based on an emotional viewpoint that can help the staff determine how they should deal with customers during periods of crisis or delays. This can enhance customer trust and satisfaction with the brand to a significant extent, leading to a significant increase in the organisation's competitive edge. Therefore, corporate excellence could also be achieved through a continuous focus on providing need-based training to the employees of the organisations. People who feel highly valued in an organisation can develop the willingness to work efficiently for the organisation to achieve the organisational goal of enhancing competitiveness for ensuring long-term survival and profitability. Training can influence the workers' intentions to work effectively as they feel valued when organisations adopt the initiatives to provide the employees with the opportunities to enhance and nurture their existing and new skills (Prentice et al., 2019). Therefore, the companies must focus on including employee training in the organisational policies to continually develop the employees' skills. Training the organisational workers can make them highly proactive, which can help in enhancing organisational performance to a significant extent.

Training can also influence the employees to work in a team, which can help foster a positive organisational culture (Diamantidis and Chatzoglou, 2018). The organisations need to aim at achieving organisational excellence through enhanced understanding of the requirement of each employee for developing their skills, for which proper management of training programs should be considered. This will further require the organisations to invest a substantial proportion of financial resources in arranging the training programs for their employees to ensure corporate excellence. This can aid in enhancing the competitive position of the organisations in the market.

2.2.2.3 Use the Concept of Training in this Research Study

Emirates airlines has always been one of the leading organisations in the airline industry for its commitment to enhancing customer satisfaction through coming up with innovative services. The skilled workers of the organisations at all levels have always supported the organisation to satisfy the customers' changing needs.

The organisation has lost a number of talented workers, causing it to face a challenge to maintain the quality of its services to the customers and the number of loyal customers, so it has become essential for the company to focus on improving its service quality significantly. This will, in turn, require the organisation to reduce the rate of staff turnover (Diamantidis and Chatzoglou, 2018). The organisation has focused fundamentally on bringing innovative services to enhance service quality instead of improving the quality of existing services and employee performance. Hence, it is crucial to review the organisational policies and include the provision of frequent training to enhance the organisational capability of developing existing skill sets to make it easier for the employees to adapt to the changes as compared to ever. This can help the organisation to retain the maximum number of its employees, which can further help in

improving the quality of services to a huge extent. This can enhance corporate excellence through continuous improvement in organisational performance and competitiveness. The major objective of the training programs should be the development of employees' skills in a need-based manner that can enhance the organisational capability of ensuring corporate excellence.

2.2.3 Teamwork

2.2.3.1 The Concept of Teamwork

Team working is all about cooperating in the accomplishment of certain tasks using individual skill levels while providing constructive reviews on each other's performance despite personal conflicts of interests between individuals. Teamwork is focused entirely on achieving the end goal that has been set by considering the shared objective of each individual in the team. Teamwork is focused on ensuring a significant improvement in organisational performance through the team's collaborative effort. As cited by Askari et al. (2020), teamwork has a significant positive influence on organisational performance. Teamwork can enhance organisational productivity by encouraging the workers to collaborate, making it possible to share knowledge with each other. In this regard, the leadership style of the organisations should be effective enough to encourage teamwork, which can help enhance coordination amongst the workers effectively. In teams, work pressure is shared amongst the team members having a range of different skillsets as well as expertise. Teamwork generally involves various influencing factors, leading to the workers' high productivity. The workers can embrace an adaptive mindset when working in a team as they learn to respect and accept the differences amongst each other. This can aid in significantly improving work performance due to constant

focus on achieving the organisation's shared objectives and vision. In a team, each individual gets the opportunity to join the power of each other to perform their jobs in the best possible ways. This aids in ensuring a significant improvement in the performance of organisations. Organisations should promote teamwork through the development of encouraging organisational culture.

Teamwork could be improved in an organisation by fostering trust within employees, enhancing leadership capabilities, and establishing a proper organisational culture (Suparno et al. 2020). This can aid in ensuring the organisational ability to influence teamwork and enhance organisational productivity and profitability. Teamwork can also enhance the commitment levels of each employee working within the team due to a high level of job satisfaction resulting from sharing workload amongst many people within a team. Teamwork can also enhance the performance of each employee of the team effectively through a continuous focus on improving their skillset. This could only be possible through enhancing their knowledge sharing within a collaborative environment. Teamwork is further required for enhancing the quality of performance of the organisations. In simple words, as teamwork helps in enhancing productivity and boosting the efficiency of the organisational employees, it aids in enhancing organisational competitiveness through continuous improvement in the quality of services and products of the organisations. The development of collaborative work culture should be emphasised at all levels of the organisations to enhance the willingness of the team members to support each other and develop their ability to produce the best quality performance through a collaborative effort.

2.2.3.2 The Importance of Teamwork to Obtain Customer Satisfaction

Teamwork in an organisation ensures the employees' ability to adapt to changes as they get the opportunity to develop their skills and expertise continually, and therefore, it influences their willingness to embrace the changes. Teams can provide the organisations with the opportunity to brainstorm all possible solutions to the potential problems the organisations. Therefore, the quality of operations and processes can be improved easily through teamwork. Teamwork enables the development of proper collaboration amongst the non-managers and managers of the organisations resulting in significant improvement in the quality of relationships between the top-level organisational managers and the employees of the organisations. Thus, improving the quality of social relationships among the organisational employees can further enhance the quality of organisational processes, operations and services. Every individual involved in the organisational processes starts to feel valued, which influences their intentions to work efficiently to accomplish their tasks as per the pre-set quality standards of the organisations. This enhances the organisational capability of enhancing the quality of their services or products effectively, which aids in ensuring the satisfaction of the consumers' needs and preferences. As opined by Escrig-Tena et al. (2018), teamwork can ensure proper communication that can help bring a significant improvement in the innovation performances of the organisations leading to a significant enhancement of the quality of services and products of the organisations. Therefore, organisations can be capable of improving service quality through the integration of the provision of teamwork with the development of new services or products. A successful team working culture of an organisation can aid in attracting and retaining a highly talented workforce as most employees nowadays prefer to work in teams to develop their competitiveness through continuous learning and development of new knowledge and skills. Thus, organisations can be

capable of retaining their top talents by providing them with the opportunity to develop and brush up on their skills as per their desires to enhance their skill sets. Further, teamwork can also aid in effectively identifying the customers' problems and needs and finding the best possible solutions for addressing those needs through effective brainstorming. This helps in enhancing organisational competitiveness and thereby enhancing corporate excellence. Teamwork can also aid in total-quality management in terms of enhancing the quality of services, operations, processes and products. Thus, the competitiveness of the organisations could be enhanced through improvement in organisational processes and services at every level. This helps in effective management of organisational ability to attract the customers through satisfying the customers' changing needs and desires. Organisations can ensure corporate excellence by developing their ability to beat the major competitors effectively, leading to a significant enhancement of corporate excellence. Teamwork also brings employees together from different backgrounds leading to the development of different skills (Strode et al., 2022). This can help improve the quality of all organisational services and operations at every level, influencing corporate excellence to a huge extent. Teamwork helps in effectively delegating responsibilities and duties following employees' skill sets, expertise and knowledge, enhancing organisational productivity and performance. Therefore, proper management of the quality of employee performance can help improve corporate excellence significantly. The organisational culture influences teamwork significantly.

2.2.3.3 Use of Teamwork Concept in this Research Study

The research study has found that Emirates airlines have experienced a few challenges to maintain the number of employees leading to some challenges in the management of its operations and services. Thus, it is essential to focus on boosting the morale of the existing

employees through the adoption of proper initiatives, such as the implementation of a teamwork strategy for influencing everyone to work efficiently through the development of skills and knowledge in a collaborative environment that can help the organisations to retain the workers. Emirates airlines should further encourage teamwork to improve innovation performance to enhance customer service quality, especially through proper management of the performance of ground service and cabin crew department. The organisation can consider establishing a collaborative work culture to allow the workers to share and develop their expertise with each other to ensure the satisfaction of the talented workforce (Mercader et al. 2021). This can further ensure a high rate of retention of talented workers in the organisations, and therefore, proper management of the quality of organisational services could be ensured through enhanced focus on the establishment of the team working culture. This could help in effective management of the innovation and changes in the organisation leading to proper management and satisfaction of the customers. This could enhance the organisation's effectiveness in terms of quality management, customer satisfaction and so on.

2.3 Customer Satisfaction

2.3.1 Introduction

Customer satisfaction is a measure of how satisfied consumers are with a company's products, services, and expertise. Polls and ratings that measure consumer satisfaction can help a company decide how to modify or improve its products and services. All types of organizations, including commercial enterprises, wholesalers and retailers, government organizations, service providers, non-profits, and every part of an organization are subject to this provision (Kurdi et al. 2020). Instead of assuming what to make and sell, it's important to learn about the demands of the

market by using methods like surveys and polls. Businesses may more easily modify their services and goods to meet client demands. It's crucial to maintain quality customer service for a business to retain more clients and raise client lifetime value. Competition is so much that customers do not think twice before choosing another product, which can be a result of the lower price, better features, etc. Understanding and upholding the value of customer happiness is crucial, especially for the airline industry, because the journey must be as comfortable as possible.

2.3.2 The Importance of Customer Satisfaction

Businesses tend to understand how they are producing goods and providing services that are liked by the customers and focus on those things to increase their value among them. Typically, businesses achieve this by conducting customer satisfaction surveys. Businesses today place a high priority on customer success and gathering customer feedback is a crucial method of identifying happy clients. Results will show businesses who their clients are and exactly what companies are doing to have positive interactions with a brand. With this knowledge, a business may carry on with its current practices with the intention of increasing client retention (Zhou et al. 2019). Companies take advantage of differences in customer experience to identify areas for customer service strategy improvement. The reason is that without knowing why customers do not like a particular product, it is impossible to improve it. Businesses should make certain that they are constantly reviewing survey data, particularly the unfavorable client feedback, and taking fast action as a consequence. This is necessary for companies, especially if the criticism is negative. Negative feedback is difficult to intake, so working on it can be more difficult. Customers who are satisfied with a company's product or service are committed to the brand.

These clients assist the business by sending it additional leads and providing more positive reviews for its marketing department. For these individuals, businesses develop customer advocacy programs that motivate them to promote the brand. Customers that sign up for the program are given, and in return for evaluations and comments, they receive gifts or offers. This develops a connection that benefits both the customer and the company and awards its top clients, encouraging continued loyalty. Customer loyalty is another factor that influences how important customer happiness is (CLTV). The term "CLTV" stands for the anticipated profit a firm may receive from a specific individual for as long as they remain a buyer (Gajewska et al. 2019). After making a first purchase, a consumer who is dissatisfied with a firm's goods and services is unlikely to use products from that company again. Since the amount of time a customer sticks to a particular brand are less, the prospect of having profited from that customer is also low. However, happy clients will probably be around the company for a longer period, generating customer retention and boosting revenues. It is obvious that a firm's ability to give the finest possible experience to its clients depends on its ability to improve service parameters.



Figure 2.3 Increasing Customer Satisfaction in UAE Industry
(Source: Mansoor, 2019)

Different companies have different satisfaction theories, but all of them are essential because they help them in surviving a crisis brought on by a drop in client satisfaction or even grow their customer base. It outlines important steps companies may take to remedy the problem, gain back their clientele, and prevent them from falling behind competitors that provide higher levels of customer satisfaction. The theoretical concepts of customer satisfaction are supported by distinct ideologies with varying philosophical foundations. Dissonance Theory, for instance, is a term used in psychology to explain the tension that arises when two or more contradictory ideas, thoughts, or values are held simultaneously (Zulkifli and Yazid, 2020). As a result, they are in conflict with one another. It also suggests that if a person expects a high-value product but receives a low-value product, they will perceive the mismatch and experience cognitive dissonance. In other words, disappointed expectations create a cognitive conflict or an uneasy psychological state. When a consumer sees the tangible results of a brand image claim but does not end up receiving the high-quality customer service anticipated, the cognitive dissonance that results can result in the formation of the Dissonance theory, it, therefore, focuses on providing

good customer service. Another popular notion of client satisfaction is the contrast theory. This theory is the exact opposite of the dissonance theory. This theory states that when a product performs below the expectations of the consumer for a product, the consumer will overstate the discrepancy because of the disparity between desire and result. According to the Contrast Theory, when a customer has high hopes for a product and the execution is seen to be low, they would overestimate the gap between the two. Many companies, therefore, have to strike a fine balance between the two in order to make only the necessary changes. Another paradigm holds that appraisal of a good or service after use does not constitute satisfaction. It is really the level of comparison, or how much a good or service is superior to all of the other possibilities on the market. On the basis of this, the Contrast theory is developed, which contends that when customers start assessing a product or service, they establish a comparative level with regard to a number of factors (Peng et al. 2019). These elements include assumptions for the product's functionalities, pricing, and performance. Peers, relatives, and friends of a person often determine the comparative standard. Companies also see customers as intelligent information processors who look for explanations for why a particular buying consequence, like unhappiness, happened. The Attribution hypothesis is a result of this. The commodity itself, the quality, the cost, and even the salesperson may all be contributing factors.

2.3.3 Customer Satisfaction on Emirates Airlines Services

The rapid pace of technological advancement and innovation in recent years has resulted in unmatched growth in the aviation sector in the UAE. Emirates airlines is pouring more money into cutting-edge tactics in an attempt to boost its competitive advantage. Additionally, the aviation sector is distinguished by substantial modifications to the industry's framework brought

on by a shift in business strategies among aviation companies. In an attempt to improve customer happiness, Emirates airlines has switched its customer management tactics to focus on service quality. Seventy-five percent (75%) of the survey participants said Emirates airlines' flight attendants were proficient in their jobs and had good training. Conversely, 5% of participants stated an efficient in-flight food system. The participants showed satisfaction with the airline's approach of letting passengers choose their optimal seats and food choices before boarding. Additionally, 97% of respondents noted the efficiency of the airline's booking and reservation processes. The efficacy and convenience with which customers buy flights have reportedly increased by 40% thanks to the firm's online booking process (Ahmad et al. 2018). Analyzing and assessing each variable is necessary to increase efficiency and boost customer satisfaction to enhance service quality performance. Emirates airlines carries out this task in three stages. The process of providing solutions, managing customer service difficulties, and comprehending clients comes first. Emirates airlines offers customers services that have previously been standardized by the business during this process. Customer problem-solving benefits are also offered via customer services. Customer support representatives should be capable of communicating this in plain, widely understood language. The second is by being responsive. This entails providing services as soon as possible, making an effort to assist, and being ready to identify a solution to a customer's issue. The staff is constantly courteous, and they are able to respond to consumer inquiries, and the customer service offers accurate information. All come under the third step of quality customer service. Customers must feel confident and secure while receiving data from companies in order for them to feel comfortable (Jham, 2018). Emirates airlines customer service strives to provide genuine information based on facts. Those that provide excellent customer service are able to respond to questions and give solutions about

the solutions they are providing. Emirates airlines approach to customer satisfaction places a high priority on empathy. Giving each consumer their specific attention, treating them with consideration, and taking into account and acknowledging their wants and interests are all examples of empathy. Customer service doesn't mind treating each client individually during this procedure. The likelihood that a client will be understood and pleased is higher when attention is given one-on-one than when it is given in a group. Thus, how Emirates airlines treats its customers has an impact on how satisfied they are with the airline's services. Customers will be happy and committed when customer service pays close attention to them and puts their interests first.

2.4 Brand Loyalty

2.4.1 Introduction

Brand loyalty means that the customers continue to buy products or use services of a particular brand. The customers believe that a particular brand has the attributes necessary to meet its standards and connect personally with them. People often mistake Brand loyalty for customer loyalty. However, they are quite different. A brand must fulfil the needs and desires of its customers in order to earn their trust (Bilgin, 2018). To make consumers happy and convince them to make repeat purchases, for instance, through discounts, product support, reward programs, and free giveaways. On the other side, a consumer's relationship with a brand is what motivates brand loyalty. Loyalists are influenced by things other than the goods or services a corporation provides. It is attained when a consumer makes use of a company's item or service and is pleased with what is on offer. The key difference between the two concepts is that brand

loyalty relates to what customers' thoughts have, whereas customer loyalty corresponds to what they have in their bank accounts.

2.4.2 The Importance of Customer's Brand Loyalty

Companies must have an advantage over other market players in order to compete. A brand might profit from a devoted customer base that is willing to often select various products or services because of loyalty. Having contented and loyal customers who may promote a company's products for free, provide it with a competitive edge in the market, and stimulate repeat purchases from customers are all advantages. The revenues of the business rise as a result of recurring purchases, and more sales result in higher profits. It is less likely that loyal customers would be impressed by competitors' marketing strategies (Coelho et al. 2018). Customers are no longer restricted to making purchases only from local businesses or stores that are found in their city. The manner that peoples shop has lately altered. Habits no longer revolve around comfort, like choosing the option that is nearest to the customers. It rather revolves around variety and choice. There are now countless possibilities available in every possible service sector, including the airline sector. Establishing brand loyalty is essential for a business to position itself as the preferred service for the client. Because routine consumers are significantly simpler to market to, brand loyalty raises the probability that a current client will test out a new product from the same company. In comparison to the 5-20% possibility of delivering to a new service, established customers are around 60–70% more inclined to buy. By all measures, it is abundantly evident that brand loyalty is crucial for a brand's long-term success. A 3% increase in loyalty can also result in a 10% cost savings. In addition to the fact that 57 per cent of buyers say they would pay higher prices for service if they knew that the customer

service would be of the highest caliber, 65 per cent of customers claim that the level of customer care that a company offers influences their decision about how to purchase something (van der, 2018). Another vital factor is the avalanche effects of brand loyalty. The consumer is significantly more likely to inform their family and colleagues about a pleasant outcome that makes them feel loyal. One devoted client may easily turn into two, which turns into eight, which turns into 10, and so on. In this sense, brand loyalty is strong because it generates its own momentum, which, in the appropriate situations, may propel a business extremely far.

The internet has changed the way companies build their relationship with their customers. Online methods of marketing and sales have paved a new way for forming a connection between a brand and its users. This is being used by every firm to sell its products and services to customers and build a loyal pool. When it comes to establishing connections with both present and future consumers, social media is an excellent tool for companies (Rather et al. 2018). This continuous and reliable line of customer communication is a terrific approach to fostering loyalty. Utilizing the social media sector and interacting with followers is now necessary and is no longer a choice. One of the most important ways to build a devoted customer base and brand supporters who want to use the goods and services and serve as endorsers is to actively cultivate a customer base on social media platforms. Social networking nowadays involves more than just publishing and not interacting. Social media is a very successful and tremendously efficient platform that combines promotion, sales, communications, and selling. Like other platforms, it requires a focused communication and marketing plan. Therefore, rivals may already be communicating and engaging with their potential customers if it does not have a plan for leveraging social media to boost conversion rates, increase revenue, enhance search engine results, and build brand loyalty. Ethics and values are another consideration (Jayasingh, 2019).

The ethics and morality of companies are now far more crucial for customers than they always were, and it's a terrific approach to building loyalty. Customers will be more inclined to have a strong partnership with a company if it demonstrates a sheer commitment to social responsibility, ethical production, or environmental concerns. The value may mean various things to different individuals. For some, obtaining the best deal possible is important, while for others, making smart financial decisions is. Understanding what values are important for the target audience of the company can help companies give it at every point of the customer experience, which will help build loyalty.

2.4.3 Customer's Brand Loyalty to Emirates Airlines

Emirates airlines believes it can handle customer retention more easily. Therefore, it is enhancing its offering in an effort to draw in more consumers. There is now a trend toward using customer experience to undertake more targeted messaging. Instead of the past, when the majority of the material in the app was operation-focused, Emirates airlines is attempting to engage the consumer base during moments when there is a larger probability that they may make an urgent impulsive purchase. When a seat with more legroom unexpectedly becomes available when a customer is travelling in economy class, but Emirates airlines is aware that they are doing it on business, Emirates airlines would make that option available through the app (Al Saed et al. 2020). Curry, who oversees the Emirates Skywards program, believes that simplicity, having a good consumer offer, and being able to confidently engage with the client are the three main factors that influence customer loyalty. Curry noted that while he thinks airlines have accomplished an excellent job of establishing an emotional connection with the high processing tiers of customers—silver, gold, and premium—it has been "very awful" when

it refers to the mass tier. Curry stated that in the future, it would be about figuring out how to make the mass tier, or those who travel just once every 12 to 18 months, emotionally engaged. This implies that Emirates airlines needs to come up with fresh, less transactional methods to reward customers for their loyalty. Within Emirates airlines, loyalty is viewed as a commercial role, and commercial teams are in charge of "pulling the correct levers" to inspire loyalty in the proper manner in order to get the desired outcomes for the company (Nuseir, 2022). In order to maintain a seamless customer experience, it is the responsibility of the vice president of membership to have a "very deep and tight connection" with every department of the company. Emirates airlines will continue to place a premium on customer satisfaction and easy scheduling freedom as demand for international travel slowly increases. Due to Emirates airlines accommodating booking policies, which allow customers more control over their flight arrangements when unforeseen circumstances arise, travelers now feel more secure in choosing the airline. This means extending tier status and Miles for Skywards members, giving customers a lax waiver policy, making it easier to use vouchers, and guarantee faster refund processing time. Emirates airlines has handled almost 3.3 million rejected purchases since the epidemic started, keeping up with its long-standing commitment to ensure reimbursements for its customers. The airline has improved its capacity for handling ticket refunds, leading to a faster response for its customers in travel agencies and consumers, increasing the standard as the quickest in the sector and fostering more confidence, respect, and loyalty going forward. Since its inception in December 2020, Emirates airlines clients have also benefited from the complete multi-risk travel insurance available. The airline became the first to offer extra security for passengers, supporting its pitch for more enhanced peace of mind.

2020 YUGOV BRANDINDEX CUSTOMER LOYALTY RANKINGS

Top 10 UAE

Rank	Brand		Score
1	Emirates		88.6
2	Almarai		83.1
3	Carrefour		81.2
4	iPhone		81.1
5	Etihad Airways		79.7
6	Dettol		77.8
7	Ariel		77.7
8	McVities		77.6
9	Samsung Galaxy		77.2
10	Lurpak		76.5

Source: YouGov

Figure 2.4 Emirates Airlines Brand Loyalty Compared to Other Companies
(Source: Nair, 2021)

CHAPTER 3 : RESEARCH METHODOLOGY

3.1 Introduction

The research study has included a methodology section for defining the methods, approaches, and tools used to ensure smooth progress and achievement of the research objectives. In this regard, the reason behind selecting a specific research method has been provided for explaining the ways the selected method is appropriate for the research study to generate proper research results. Apart from this, the ways ethical guidelines have been adhered to in the research have been analysed to understand the researcher's integrity throughout the research study for ethically achieving the objectives. Apart from this, the section has also specified the tools such as questionnaires and surveys used in the research study to gain a proper view of the reliability of the research. The section has also highlighted how the researcher has ensured the validity and reliability of the research by considering the selection of proper data collection, interpretation and analysis methods in this research study.

3.2 Methodology Selection and Justification

The research methods include research procedures and plans, including steps from general hypotheses to several detailed methods of data collection, interpretation, and analysis. The assumptions made at the initial stage are philosophical (Maher et al., 2018). This comprises research strategies, exact methods and theoretical assumptions.

Three different types of approaches are followed in research to ensure the adoption of proper data collection and analysis methodologies. These approaches include inductive, abductive and deductive approaches. An inductive approach is applied when the researcher aims to collect

information, keeping the research topic in mind. This research approach enables the researcher to start from particular observations to generalisations. On the other hand, the deductive approach is applied when the objective is to explore a phenomenon or theory when the theory or phenomenon is valid within a specific given circumstance. The major goal of applying this approach includes testing a specific hypothesis to generate a reliable outcome. The Abductive approach generally involves incomplete observations and ends with a close explanation for the observation in the research study. In studies based on interpretivism, this approach is used to discover new aspects of the nature of the study (Lee et al., 2020). This approach is often considered as the mix of two approaches that are deductive and inductive approaches.

The quantitative approach involves the use of information models, optimisation models and all other quantitative processes for the management of collected information in a study. The major objective of this research approach is to gather numeric information and generalise the data across a group of people to explain a specific phenomenon.

A deductive approach is applied in a study to increase the opportunities for finding causal relations amongst different variables and concepts. In the present research study, this approach has been selected to establish proper relationships amongst the variables, including corporate excellence, quality management, customer services, enhanced competitiveness, etc. This enhances the validity and reliability of the results. Further, it enables measuring the research concepts quantitatively, leading to enhanced accuracy of the findings.

The major advantage of using the deductive approach in research is that it helps in the generalisation of the research findings, that in turn helps in arriving at a proper conclusion. Most importantly, this approach helps in gaining a proper understanding of the reason behind the occurrence of a specific phenomenon (Lee et al., 2018). In this research study, the approach has

aided in determining the reasons why the organisations such as Emirates airlines should focus on maintaining their quality of services through proper corporate governance and the impact of this initiative on bringing improvement in customer satisfaction and retention.

3.3 Research Data Collection

Different instruments utilised in research include surveys, checklists, tests, questionnaires, observations, and so on. Quantitative studies are generally based on surveys, questionnaires and surveys that aid in the quantification of information (Mierzejewska et al., 2020). These instruments are used to ensure the reliability and validity of the outcomes. However, it requires the use of properly designed instruments for the collection of good quality data and the generation of reliable outcomes in research. On the other hand, poorly designed research instruments lead to bad quality research outcomes.

Data collection involves a methodological procedure for gathering data regarding a particular subject or topic. It is all about gathering data from different sources to find answers to specific research problems. It is used for gaining proper insights for a study through the use of standard-validated techniques.

Two different data-collection methods that are used in studies include secondary and primary data-collection methods. Primary data collection is all about the collection of first-hand information through processes including observation, interview and survey (Sepulveda-Escobar and Morrison, 2020). On the contrary, secondary data collection involves collecting existing second-hand data from different sources such as websites, journals and so on.

In this research study, the use of the primary data-collection method has been considered, and a survey has been conducted on 300 employees of Emirates airlines to the collection of valid

information regarding the importance of total quality management in the organisation for achieving corporate excellence. 300 samples of responses were received and 158 samples were rejected from the population. The total number of 142 responses were retained and used in the research data analysis.

The major reason behind using the survey method is that it aids in exploring the variables as well as construct of interest in the study. It involves chances of error (Jones et al. 2020). However, different strategies exist for reduction of potential errors, and in this research study, the use of this data-collection method has been considered for the collection of reliable information related to the ways Emirates airlines is working on bringing improvement in the quality of its services and operations for enhancement of its competitiveness and brand image in the highly competitive airline industry.

A survey ensures the generation of precise research results by enabling the researcher to collect and analyse information from valid sources quickly and accurately. Further, it can also enable quantification of the research variables and concepts to enhance the outcomes' reliability and validity. It has also reduced the cost of the research to a significant extent. It has also ensured a high level of flexibility and convenience in gathering data for the study.

The data was collected through an online survey via Google forms, and the participants were given one hour to fill up the form's surveys. The participants were contacted online for survey participation and provided their opinions regarding the research problem

A research questionnaire is one of the research instruments comprising a series of different questions for gathering data from the respondents. This allows researcher to gather information and conduct all their research efficiently and at low cost. Various types of questionnaires are

used in research to collect information, including paper-questionnaire, telephone questionnaires, online questionnaires and so on.

The present research has used the questionnaire to collect a lot of data from a sizable sample size. The tool has aided in gathering a wide array of information regarding how total-quality management influences corporate excellence. An online questionnaire has been used in this regard for the collection of information from the respondents. This has ensured a high level of flexibility and comfort for the participants while expressing their opinions by answering each of the survey questions.

Two different types of methods could be used for administering research questionnaires, and these include an automated method and the manual method of the research questionnaire. In the current research study, the use of Google form has been considered for the generation of the research questionnaire for information collection. Different means have been used to distribute the questionnaire, including social media, physical distribution methods, and emails. Based on the availability of the participants, the mean has been selected in the research study.

3.4 Data Analysis Techniques

The research study is based on information collected from Emirates airlines, based on which it has been possible to determine the importance of managing quality throughout the airline industry to ensure retention of customers as well as enhance the organisation's competitiveness. Population involves an entire group with a specific set of characters based on which they share information on specific areas as per their individual views. From a big population, a small sample is selected to collect information in a study. In the present research study, a large

population of employees of Emirates airlines has been selected for data collection relevant to the research objectives.

A sample involves a group of individuals, items, or objects which are selected from a large population to ensure accurate measurement. In simple words, the sample is representative of a population to ensure that researchers can generalise findings at the end of the research to generate effective outcomes.

Two main types of sampling strategies include non-probability and probabilistic sampling. Probabilistic sampling can be classified into random sampling, cluster sampling, stratified sampling, and multistage sampling. On the other hand, non-probability sampling includes four types: quota sampling, convenience sampling, purposeful sampling, snowball sampling, and voluntary response sampling.

The research has considered the selection of purposive sampling in this research study for the collection of relevant data in this research study. It has saved significant research time for the researcher in selecting participants.

Purposive sampling has been chosen for enabling the researcher to select based on their judgement, which has aided in the achievement of the research objectives in an effective way. By utilising this method, the researcher has selected the participants for the survey based on their judgement, considering the objectives of this research.

Three hundred participants have been selected in the present research study for the collection of information through the survey. This has enhanced the accuracy of research results by collecting different facets of opinions from many participants.

The selection of 300 samples has been considered in the research study to ensure to collect a wide range of information regarding the importance of quality management in an organisation

for business excellence. Further, it has aided in gaining new insight into the research study, considering the different viewpoints of each participant in the research.

Data analysis includes a systematic procedure of applying logical or statistical techniques to evaluate and illustrate the data collected in the research. It enables the researcher to organise and interpret certain data, ensuring that an individual can derive meaningful information from the same.

Different types of data-analysis methods are used in studies, and the most popular data-analysis methods include descriptive, inferential, predictive, prescriptive, and diagnostic analysis (Taherdoost, 2020). In this research study, descriptive and inferential analysis was used to analyse the data collected in the research.

In the present research study, descriptive analysis has been performed by considering certain steps, including a description of sample size, describing the spread of collected information and comparing the information collected from different groups to ensure arrival at a valid conclusion. This has aided in the identification of association amongst the study variables. Statistical illustrations such as histograms, pie charts, contingency tables and bar charts have been used in the research study for effective analysis.

Different tools used in the current research study include regression analysis, correlation coefficient analysis, mediation analysis and Pearson-coefficient analysis to properly ensure the statistical significance of the analysis (Spyropoulos and Papageorgiou, 2021).

These tools have helped the researcher to determine the relationship between the independent and dependent variables in this research study, thereby helping to build a suitable research result. Inferential analysis is all about using different statistical tools to draw a proper conclusion about the population in a study through the proper examination of random samples. In the present

research study, inferential analysis was performed for the generalisation of population, and in this, statistics are taken from ample information for making inferences about a particular population parameter.

Cronbach alpha analysis and correlation regression analysis were used in this research study to determine the reliability and internal consistency of the data used (Adeniran, 2019). Further, the use of correlation-regression analysis has been considered with 95 per cent regression confidence for proper identification of patterns and relations amongst the datasets and variables used in the research study.

Pearson coefficient has been considered in the research study for determining linear correlations amongst the variables. R-value has been measured to determine the direction and strength of the relationship between the variables.

These have been used to enhance the validity and accuracy of the outcomes. It is because the use of these methods has helped in understanding the ways two variables, such as customer satisfaction and service quality management, are linked to each other.

SPSS (Statistical Package for Social Sciences, version IBM SPSS Statistics 29.0) and Microsoft Excel were used to analyse the information collected in this research. These tools have aided in generating effective outcomes by allowing proper interpretation of the information.

3.5 Research Variables and Hypothesis Development

In this research study, the independent variables are leadership style (LS), employee's skills development (ESD), the mediator variable is the customer satisfaction (CS) and the dependent variable is brand loyalty (BL). The measurements scales of leadership style (LS) are effective

communication (EC) and staff recognition (SR) while the measurements scales of employees skills developments (ESD) are employees training (ET) and Teamwork (TE).

The organisation has implemented various digital customer-service systems to ensure effective customer service. The paper has also focused on analysing the significance of evaluating corporate excellence in the organisation for determining the organisational capability of improving service quality through implementing TQM approaches (Toma and Marinescu, 2018). This has enhanced a proper understanding of how corporate excellence in an organisation can help improve the quality of Emirates airlines services. The research study has reviewed the quality of Emirate's airlines services and evaluated the same based on the TQM principles. The research study has analysed the benefits of corporate excellence in improving TQM practices. In this regard, the benefits of implementing TQM principles and approaches for enhancing the quality of services of the organisation and the ways this can ensure a high level of customer satisfaction through improvement in the overall service quality of the organisation.

In this research study there will be three regression models, one mediation analysis model and one correlation analysis model as follows.

- i. Regression Model 1: Leadership style (LS), employees skills development (ESD) and customer satiation (CS)

Hypothesis 1: Customers' satisfaction (CS) at Emirates airlines is statistically influenced by effective communication (EC) as a measuring scale of leadership style (LS).

Hypothesis 2: Customer satisfaction (CS) at Emirates airlines is statistically influenced by staff recognition (SR) as a measuring scale of leadership style (LS).

Hypothesis 3: Customers' satisfaction (CS) at Emirates airlines is statistically influenced by employee training (ET) as a measuring scale of employees' skills development (ESD).

Hypothesis 4: Customers' satisfaction (CS) at Emirates airlines is statistically influenced by teamwork (TE) as a measuring scale of employee's skills development (ESD).

- ii. Regression Model 2: Leadership style (LS), employees skills development (ESD) and Brand Loyalty (BL)

Hypothesis 5: Brand loyalty (BL) at Emirates airlines is statistically influenced by effective communication (EC) as a measuring scale of leadership style (LS).

Hypothesis 6: Brand loyalty (BL) at Emirates airlines is statistically influenced by staff recognition (SR) as a measuring scale of leadership style (LS).

Hypothesis 7: Brand loyalty (BL) at Emirates airlines is statistically influenced by employees training (ET) as a measuring scale of employee's skills development (ESD).

Hypothesis 8: Brand loyalty (BL) at Emirates airlines is statistically influenced by teamwork (TE) as a measuring scale of employee's skills development (ESD).

- iii. Regression Model 3: Leadership style (LS), employees skills development (ESD, customer satisfaction (CS) and Brand Loyalty (BL)
- iv. Mediation analysis Model 4: Leadership style (LS), employees skills development (ESD, customer satisfaction (CS) and brand loyalty (BL)
- v. Correlation Model 5: Customer satisfaction (CS) and brand loyalty (BL)

Hypothesis 9: Customer satisfaction has a statistically significant impact on Emirate's airlines brand loyalty

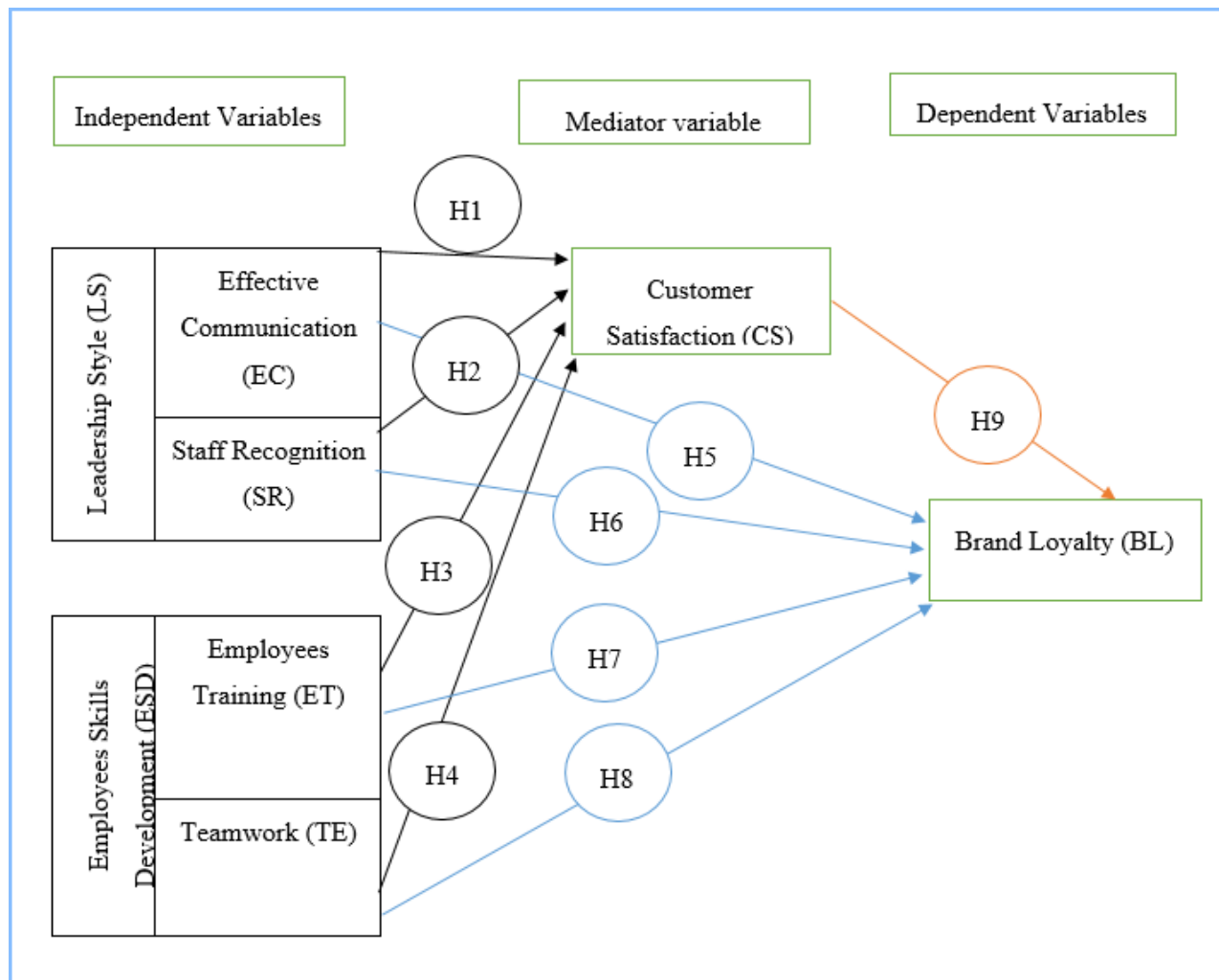


Figure 3.1 Research conceptual framework

3.6 Research Ethical Consideration

Research ethics involve the application of the major ethical principles in all the research activities that include the utilisation of resources, collection of the necessary information, development of outcomes, analysis of information and so on. It contains a set of defined guidelines to help researchers understand how to conduct research in an integrated manner while ensuring good results.

Ethics plays an important role in research. Because protecting the rights and dignity of research participants is essential to any research to ensure integrity. Further, to ensure the researchers' credibility to the society or community, it is crucial to comply with the ethical principles and guidelines while collecting requisite data from the participants involved in the data-collection process. These are rules which govern the behaviour and expectations of the researchers while collecting information. In the present research study, the researcher has complied with the ethical guidelines while collecting and analysing the information to ensure credibility throughout the study.

The researcher has considered the protection of the dignity and rights of the participants by ensuring that no identifiable or personal data is collected from the participants during the research in this research study. Further, the guidelines have been adhered to throughout the research study. All the elements of this guideline, including objectivity, efficiency, accuracy, and honesty, have been considered to ensure that the information has been used truthfully. Further, the researcher has taken care of all the findings while reporting them to avoid risks of errors in the research study. The resources have been used wisely to avoid waste. Effective reporting of the findings has enhanced the accuracy of the research study. Third-party access

has always been prevented in the research study by enhancing the protection of the information using password-protected folders. The data has been stored in a secure folder to prevent data losses or access by unintended users. The data were used only in this research study and were safely disposed of by data destruction after use. The research has also ensured that the data is not used for selling purposes by ensuring adequate data protection.

3.7 Validity and Reliability

Validity involves the extent to which conclusions, measurements, and concepts within research are well-founded to ensure that the research outcomes or concepts correspond to the real world in a relevant manner. Simply, validity is about ensuring that the research result represents reality. Validity in research could be of seven types, including internal, content, face, construct, criterion-related, and statistical-conclusion (Rahardja et al., 2019). These categories are used to ensure that search results are specific enough to be relevant to the real world.

Validity in research is used to determine the accuracy of actual measurement components of the research. For example, in the present research study, it has been put in place to ensure that instruments that the researcher has used are accurate enough for collecting relevant information regarding the importance of total quality management in Emirates airlines for enhancing its ability to provide superior quality services.

In the present research study, validity has been used to determine the specific survey questionnaire to be used in the research study to ensure that these can effectively measure important issues. It has been considered to enhance the accuracy of the research results generated. The content validity, construct validity and face validity have been addressed in this

research study to ensure the accuracy of the instruments (content), the accuracy of the selected method (face) and the adequacy of test measures (construct validity).

Research reliability involves the degree or extent to which a specific research methodology produces consistent and reliable research outcomes. A particular measure in a study is considered reliable if the application of that measure on a similar object produces similar results.

Thus, the measure is considered reliable when it is consistent in similar kinds of studies.

3.8 Timetable of the Dissertation

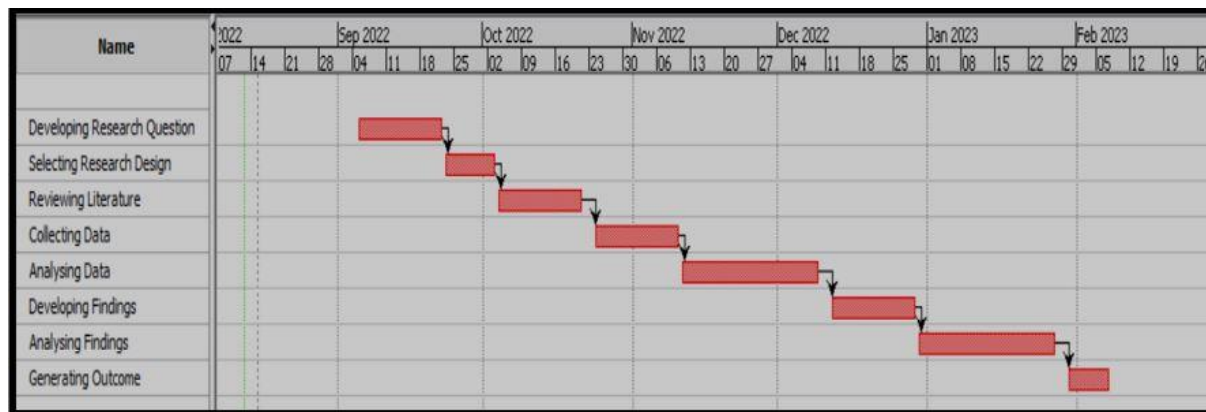


Figure 3.2: Timetable

3.9 Summary

This chapter contains all the methods used in the research study to improve the validity of the research results. In this regard, the benefits of using the primary method for the collection and analysis of information have been explained in this section of the research study. Further, the tools that have been used in the research study for analysis and interpretation of collected information have also been identified in this section for providing a proper insight into the ways the researcher has always considered ensuring the accuracy of the research methods for

generating proper research results. Apart from this, a proper explanation of the ethical principles that have been considered in the research study has also been given to ensure a high level of reliability and validity of the outcomes. This section can provide a clear understanding of the reliability of the methods used in the research study that make it worth being considered in future studies for the generation of effective research outcomes. This section has also provided a clear insight into the ways the selected research approach and methods have accounted for the generation of proper research outcomes.

CHAPTER 4 : RESEARCH DATA ANALYSIS AND DISCUSSION

4.1 Introduction

This research study is based on a quantitative-research process for ensuring the generation of reliable and valid outcomes through the quantification of the concepts. The first step in this process was to identify a theory of total quality management. In the next step, research questions have been set based on the hypothesis that corporate excellence and total-quality management are linked. The third step involved selecting a research design based on which the research had been carried out to ensure the formulation of proper results (Baur, 2019). The next step is all about the operationalisation of concepts in which the researcher considered the operationalisation of TQM into different concepts, including customer satisfaction, operational improvement and so on. In the next steps, the researcher considered selecting the data-collection site and research participants for the data collection. After that, the collected data were analysed using the proper method to generate proper research outcomes through the development of reliable findings.

4.2 Reliability Analysis

Reliability in research is considered for assessing the quality of measurement and the procedure used for collecting information in particular research. In this research study, reliability has been used to ensure that the research outcome could be used in future research to ensure the generation of effective results.

Cronbach alpha-test has been used in the research for performing reliability tests for assessment of internal accuracy of the methods and questionnaire used in the research study. This has been performed to enhance the accuracy of the outcomes in research.

Table 4.1 Reliability analysis

Alpha Coefficient Range	Strength of Association
<0.60	Poor
0.60 to <0.70	Moderate
0.70 to <0.80	Good
0.80 to <0.90	Very good
>0.9	Excellent

Cronbach's alpha, a reliability statistic that indicates the strength with which elements in a set are positively connected, is interpreted to assess reliability. The SPSS was used to evaluate each measure's reliability using its coefficient alpha.

Table 4.2 Cronbach Alpha Value

Reliability Statistics	
Cronbach's Alpha	N of Items
.953	30

The total Cronbach's alpha for the questions is 0.953, as seen in the table above. It offers excellent value for this type of research study.

Table 4.3 Reliable Test of Variables

Variable	Cronbach's Alpha	N of items
Effective communication	0.806	5
Staff recognition	0.756	5
Employees training	0.621	5
Teamwork	0.737	5
Customer satisfaction	0.834	5
Brand loyalty	0.787	5

Each variable's Cronbach alpha value is above 0.6, demonstrating that the value is high and acceptable for the reliability metric. As a result, the research tool is adequate for the study since it is trustworthy and maintains internal consistency.

4.3 Descriptive Analysis

4.3.1 Effective Communication

In this section the data collected from the random sample of respondent will be briefly described.

Table 4.4 Descriptive Analysis of Effective Communication

Descriptive Statistics													
	N Statistic	Range Statistic	Minimum Statistic	Maximum Statistic	Sum Statistic	Mean Statistic	Std. Error Std. Error	Std. Deviation Statistic	Variance Statistic	Skewness Statistic	Std. Error Std. Error	Kurtosis Statistic	Std. Error Std. Error
Effective Communication	142	3.40	1.60	5.00	561.00	3.9507	.06315	.75256	.566	-.571	.203	.252	.404
Valid N (listwise)	142												

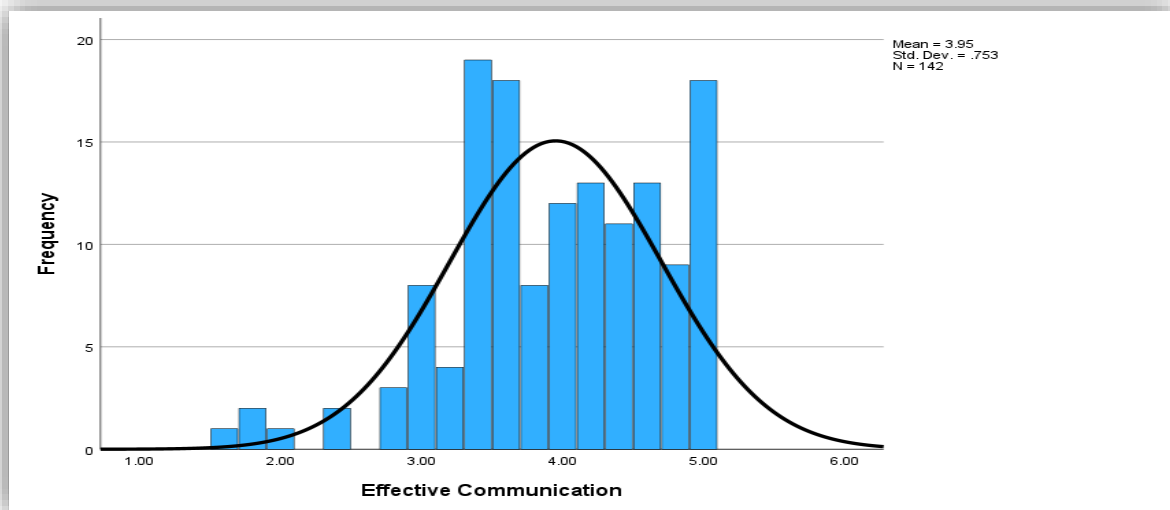


Figure 4.1 Histogram of Effective Communication

This data's mean value is 3.95. The standard deviation, in this case, is 0.753. When using SEM, kurtosis values should be between -10 and + 10 and skewness values should be between -3 and + 3 (Mishra et al., 2019) and (Megan M et al., 2013). Both the histogram is allowed values for minor negative skewness (-0.571) and kurtosis (+0.252) are shown. This indicates that the responses from the small groups on the left outnumber those from the large groups on the right (Mode>Median>Mean). However, it is still possible to say that the data is roughly symmetrically distributed.

4.3.2 Staff Recognition

In this section the data collected from the random sample of respondent will be briefly described.

Table 4.5 Descriptive Analysis of Staff Recognition

Descriptive Statistics													
	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance	Skewness	Kurtosis			
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Staff Recognition	142	4.00	1.00	5.00	538.20	3.7901	.06084	.72497	.526	-.573	.203	1.061	.404
Valid N (listwise)	142												

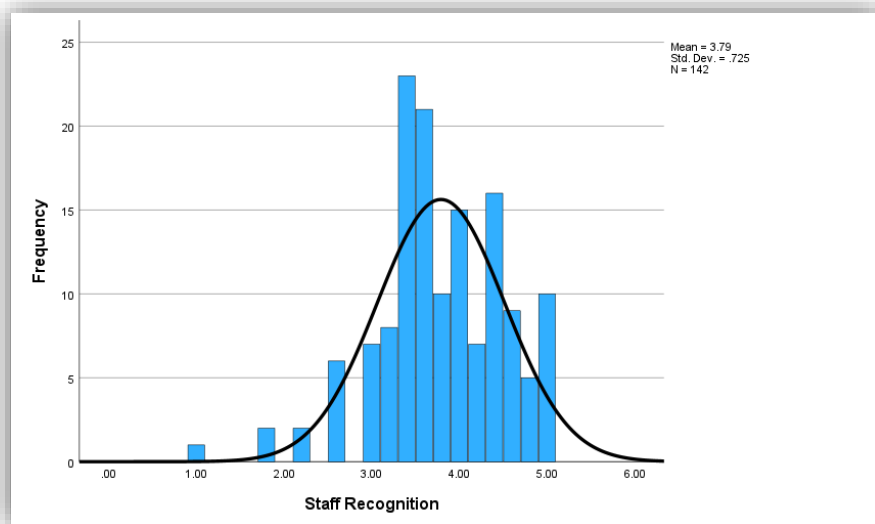


Figure 4.2 Histogram of Staff Recognition

This data's mean value is 3.79. The standard deviation, in this case, is 0.725. When using SEM, kurtosis values should be between -10 and + 10 and skewness values should be between -3 and + 3 (Mishra et al., 2019) and (Megan M et al., 2013). Both the histogram is allowed values for minor negative skewness (-0.573) and kurtosis (+1.061) are shown. This indicates that the responses from the small groups on the left outnumber those from the large groups on the right

(Mode>Median>Mean). However, it is still possible to say that the data is roughly symmetrically distributed.

4.3.3 Employees Training

In this section the data collected from the random sample of respondent will be briefly described.

Table 4.6 Descriptive Analysis of Employees Training

Descriptive Statistics													
	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance	Skewness	Kurtosis			
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employees Training	142	3.40	1.60	5.00	536.40	3.7775	.05518	.65757	.432	-.506	.203	.002	.404
Valid N (listwise)	142												

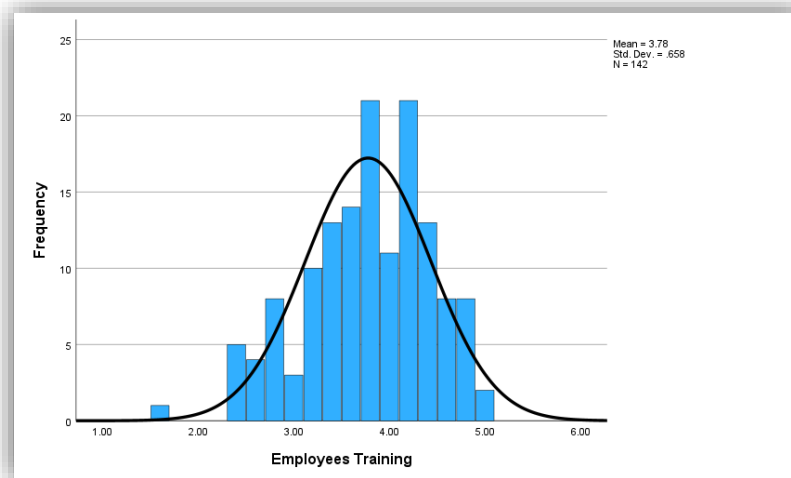


Figure 4.3 Histogram of Employees Training

This data's mean value is 3.78. The standard deviation, in this case, is 0.658. When using SEM, kurtosis values should be between -10 and + 10 and skewness values should be between -3 and + 3 (Mishra et al., 2019) and (Megan M et al., 2013). Both the histogram is allowed values for

minor negative skewness (-0.506) and kurtosis (+0.002) are shown. This indicates that the responses from the small groups on the left outnumber those from the large groups on the right (Mode>Median>Mean). However, it is still possible to say that the data is roughly symmetrically distributed.

4.3.4 Teamwork

In this section the data collected from the random sample of respondent will be briefly described.

Table 4.7 Descriptive Analysis of Teamwork

Descriptive Statistics													
	N Statistic	Range Statistic	Minimum Statistic	Maximum Statistic	Sum Statistic	Mean Statistic	Std. Error	Std. Deviation Statistic	Variance Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
Teamwork	142	4.00	1.00	5.00	531.20	3.7408	.05922	.70572	.498	-.614	.203	.918	.404
Valid N (listwise)	142												

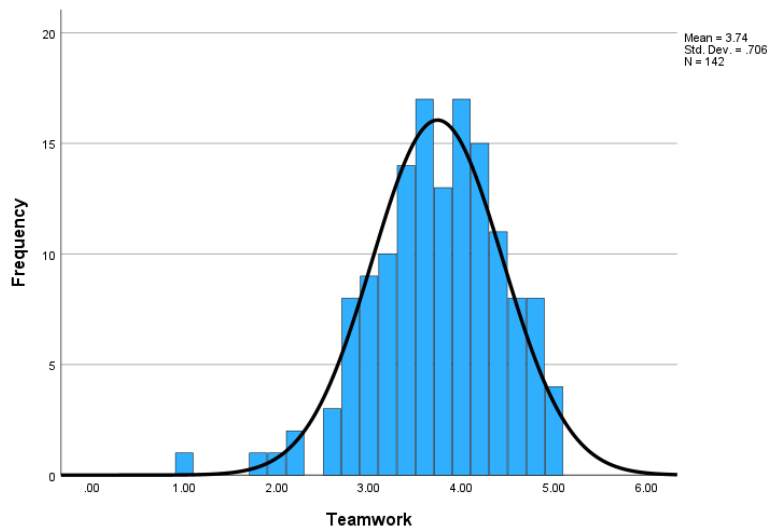


Figure 4.4 Histogram of Teamwork

This data's mean value is 3.74. The standard deviation, in this case, is 0.706. When using SEM, kurtosis values should be between -10 and + 10 and skewness values should be between -3 and + 3 (Mishra et al., 2019) and (Megan M et al., 2013). Both the histogram allowed values for

minor negative skewness (-0.614) and kurtosis (+0.918) are shown. This indicates that the responses from the small groups on the left outnumber those from the large groups on the right (Mode>Median>Mean). However, it is still possible to say that the data is roughly symmetrically distributed.

4.3.5 Customer Satisfaction

In this section the data collected from the random sample of respondent will be briefly described.

Table 4.8 Descriptive Analysis of Customers Satisfaction

Descriptive Statistics													
	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance	Skewness	Kurtosis			
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Customers Satisfaction	142	4.00	1.00	5.00	534.20	3.7620	.07007	.83503	.697	-.698	.203	.494	.404
Valid N (listwise)	142												

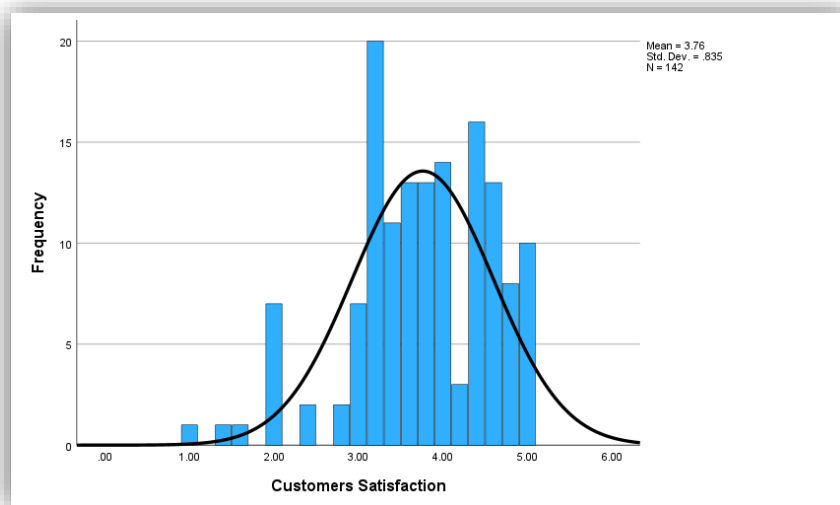


Figure 4.5 : Histogram of Customers Satisfaction

This data's mean value is 3.76. The standard deviation, in this case, is 0.835. When using SEM, kurtosis values should be between -10 and + 10 and skewness values should be between -3 and + 3 (Mishra et al., 2019) and (Megan M et al., 2013). Both the histogram is allowed values for minor negative skewness (-0.698) and kurtosis (+0.494) are shown. This indicates that the responses from the small groups on the left outnumber those from the large groups on the right (Mode>Median>Mean). However, it is still possible to say that the data is roughly symmetrically distributed.

4.3.6 Customer Brand loyalty

In this section the data collected from the random sample of respondent will be briefly described.

Table 4.9 Descriptive Analysis of Brand Loyalty

Descriptive Statistics													
	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Brand Loyalty	142	4.00	1.00	5.00	525.30	3.6993	.06256	.74553	.556	-.558	.203	.542	.404
Valid N (listwise)	142												

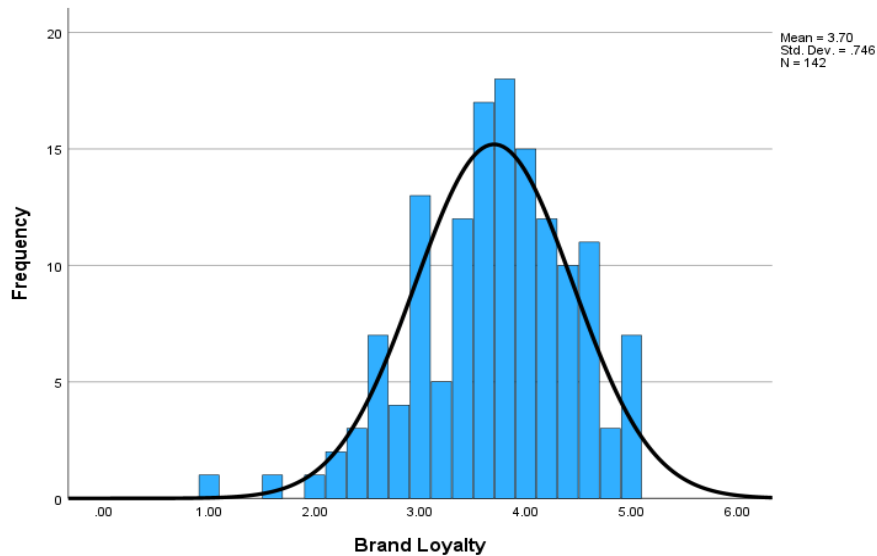


Figure 4.6 Histogram of Brand Loyalty

This data's mean value is 3.7. The standard deviation, in this case, is 0.746. When using SEM, kurtosis values should be between -10 and + 10 and skewness values should be between -3 and + 3 (Mishra et al., 2019) and (Megan M et al., 2013). Both the histogram allowed values for minor negative skewness (-0.558) and kurtosis (+0.542) are shown. This indicates that the responses from the small groups on the left outnumber those from the large groups on the right (Mode>Median>Mean). However, it is still possible to say that the data is roughly symmetrically distributed.

4.4 Statistical Results of Demographic Information

4.4.1 Introduction

The findings from the demographic data of the sample respondents will be briefly examined in this section. The demographic information includes respondents age, gender, education, type of lights with Emirates airline, purpose of trips and frequency of flight with Emirates airlines.

4.4.2 Age

Table 4.10 Overall statistics for the age of respondent to survey questions

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29 years	89	62.7	62.7	62.7
	30 - 44 years	21	14.8	14.8	77.5
	45 years and Above	32	22.5	22.5	100.0
	Total	142	100.0	100.0	

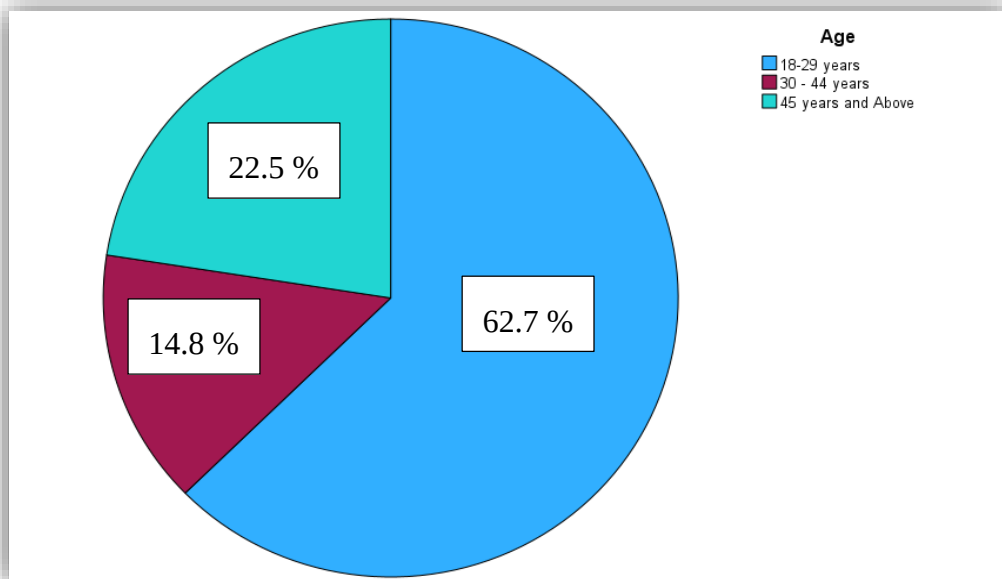


Figure 4.7 Overall Statistics for the Age of Respondent to Survey Questions

According to the data distribution study 62.7% of people were between the ages of 18 and 29, 14.8% were between the ages of 30 and 44, and 22.5% were between the ages of 45 and above.

4.4.3 Gender

Table 4.11 Overall Statistics for the Gender of Respondent to Survey Questions

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	59	41.5	41.5	41.5
	Male	83	58.5	58.5	100.0
	Total	142	100.0	100.0	

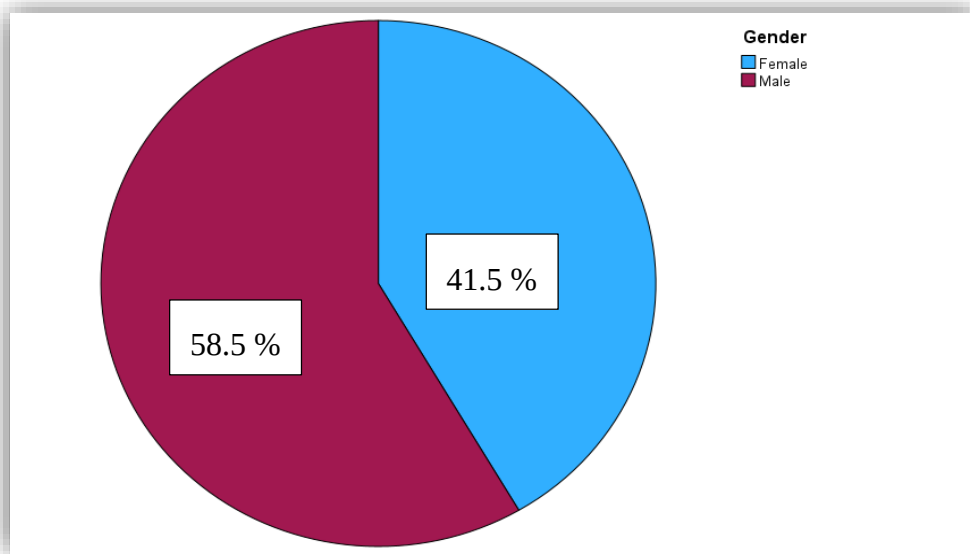


Figure 4.8 Overall Statistics for the Gender of Respondent to Survey Questions
58.5% of persons are male, and 41.5% are Female as per the data distribution analysis.

4.4.4 Education

Table 4.12 Overall Statistics for the Education Level of Respondent to Survey Questions

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	College graduated	40	28.2	28.2	28.2
	High School graduated	46	32.4	32.4	60.6
	Not graduated	56	39.4	39.4	100.0
	Total	142	100.0	100.0	

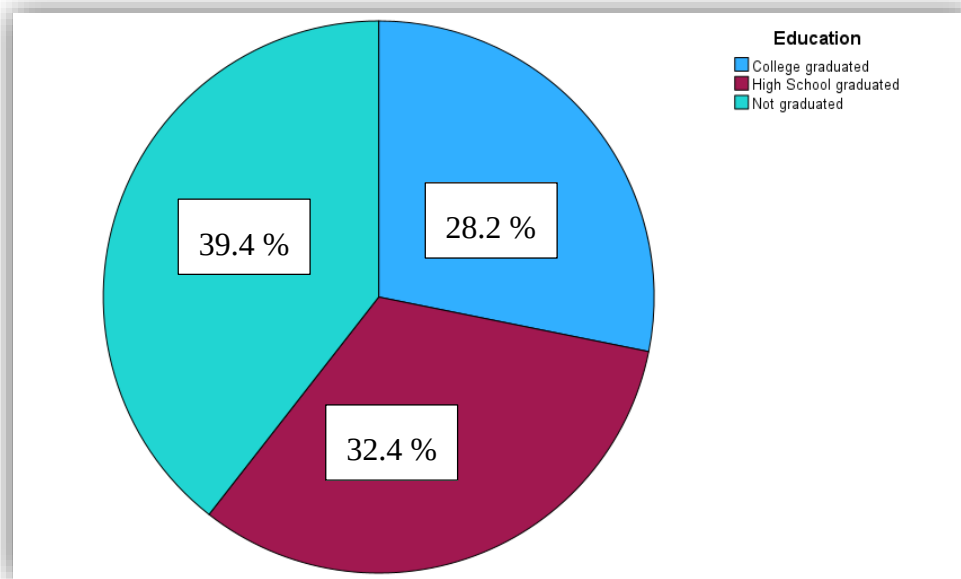


Figure 4.9 Overall Statistics for the Education Level of Respondent to Survey Questions
According to the distribution of education level data, 28.2% are college graduates, 32.4% are high school graduates, and 39.4% are non-graduates.

4.4.5 Frequency Result of Type of Flights Used by Respondents to Survey

Table 4.13 Overall Statistics of Type of Flights Used by Respondents to Survey

		Type of flight			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business Class	45	31.7	31.7	31.7
	Economy Class	48	33.8	33.8	65.5
	First Class	49	34.5	34.5	100.0
	Total	142	100.0	100.0	

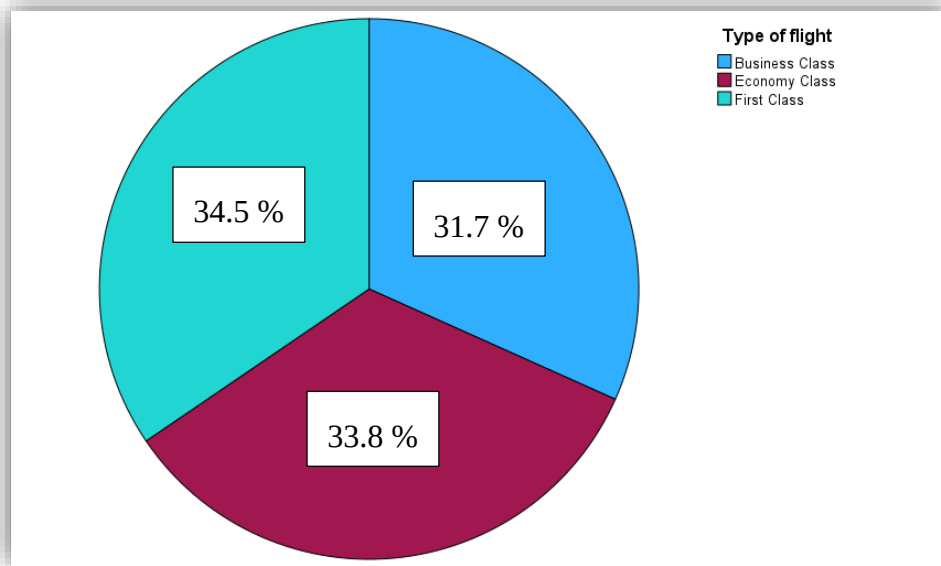


Figure 4.10 Overall Statistics of Type of Flights Used by Respondents to Survey
According to the type of flight, 31.7% of the persons have used Business class, 33.8% Economy class, and 34.5% First class.

4.4.6 Frequency Result of Purpose of Trip

Table 4.14 Overall Statistics of Purpose of Trip

Purpose of trips					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business	42	29.6	29.6	29.6
	Leisure	36	25.4	25.4	54.9
	Others	64	45.1	45.1	100.0
	Total	142	100.0	100.0	

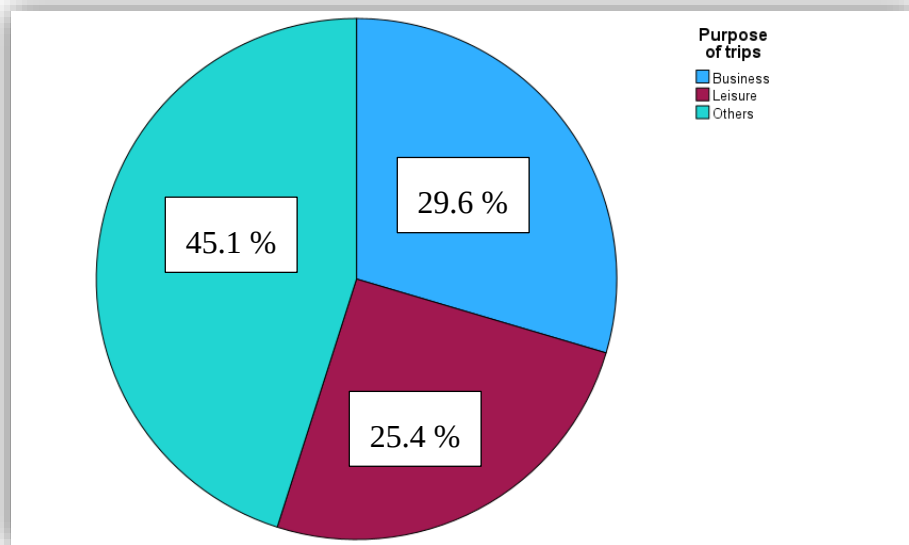


Figure 4.11 Overall Statistics of Purpose of Trip

According to the survey data, 29.6% have travelled for business purposes and 25.4% for leisure. 45.1% for other reasons.

4.4.7 Frequency Result of Passengers Flying with Emirates Airlines

Table 4.15 Overall Statistics for Passengers Flying with Emirates Airlines

Flight with Emirates airline					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	85	59.9	59.9	59.9
	Yes	57	40.1	40.1	100.0
	Total	142	100.0	100.0	

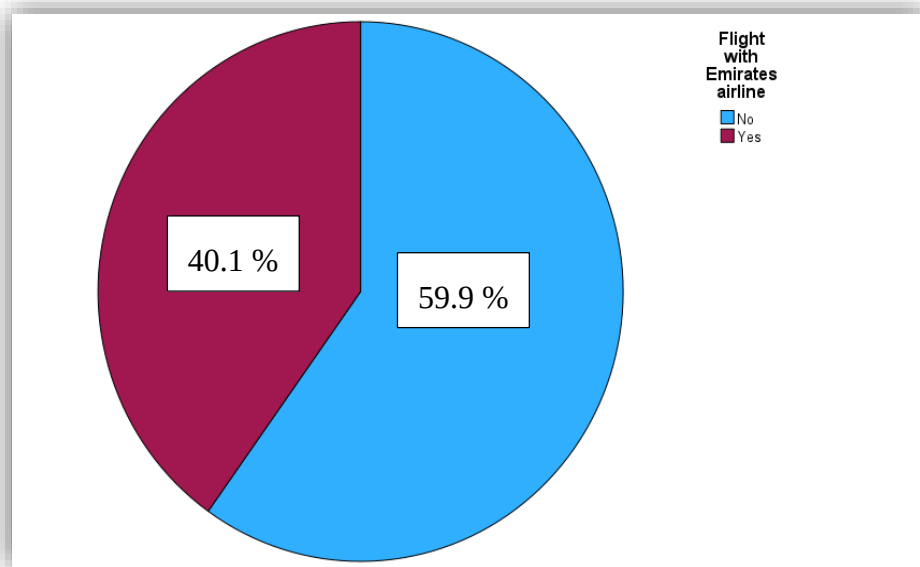


Figure 4.12 Overall Statistics for Passengers Flying with Emirates Airlines

4.5 Correlation Analysis

4.5.1 Correlation Analysis Between Effective Communication and Customer Satisfaction

Table 4.16 Correlation between EC & CS

Correlations		Customers Satisfaction	Effective Communication
Customers Satisfaction	Pearson Correlation	1	.844**
	Sig. (2-tailed)		<.001
	N	142	142
Effective Communication	Pearson Correlation	.844**	1
	Sig. (2-tailed)	<.001	
	N	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

Effective Communication & Customers Satisfaction have a moderately positive relationship, as shown by Pearson's correlation value in the table, which shows a correlation of 0.844 [84.4%] between the two variables. Correlation is significant at 0.01 levels (2 – tailed). The correlation coefficient found is significant at the 95% confidence level.

4.5.2 Correlation Analysis Between Staff Recognition and Customers Satisfaction

Table 4.17 Correlation between SR & CS

Correlations			
		Customers Satisfaction	Staff Recognition
Customers Satisfaction	Pearson Correlation	1	.854**
	Sig. (2-tailed)		<.001
	N	142	142
Staff Recognition	Pearson Correlation	.854**	1
	Sig. (2-tailed)	<.001	
	N	142	142
**. Correlation is significant at the 0.01 level (2-tailed).			

Staff Recognition & Customers Satisfaction have a moderately positive relationship, as shown by Pearson's correlation value in the table, which shows a correlation of 0.854 [85.4 %] between the two variables. Correlation is significant at 0.01 levels (2 – tailed). The correlation coefficient found is significant at the 95% confidence level.

4.5.3 Correlation Analysis Between Employees Training and Customers Satisfaction

Table 4.18 Correlation between ET & CS

Correlations			
		Customers Satisfaction	Employees Training
Customers Satisfaction	Pearson Correlation	1	.800**
	Sig. (2-tailed)		<.001
	N	142	142
Employees Training	Pearson Correlation	.800**	1
	Sig. (2-tailed)	<.001	
	N	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

Employees Training & Customers Satisfaction have a moderately positive relationship, as shown by Pearson's correlation value in the table, which shows a correlation of 0.8 [80 %] between the two variables. Correlation is significant at 0.01 levels (2 – tailed). The correlation coefficient found is significant at the 95% confidence level.

4.5.4 Correlation Analysis Between Teamwork and Customers Satisfaction

Table 4.19 Correlation between TE & CS

Correlations			
		Customers Satisfaction	Teamwork
Customers Satisfaction	Pearson Correlation	1	.842**
	Sig. (2-tailed)		<.001
	N	142	142
Teamwork	Pearson Correlation	.842**	1
	Sig. (2-tailed)	<.001	
	N	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

Teamwork & Customers Satisfaction have a moderately positive relationship, as shown by Pearson's correlation value in the table, which shows a correlation of 0.842 [84.2 %] between

the two variables. Correlation is significant at 0.01 levels (2 – tailed). The correlation coefficient found is significant at the 95% confidence level.

4.5.5 Correlation Analysis Between Effective Communication and Brand Loyalty

Table 4.20 Correlation between EC & BL

Correlations			
		Brand Loyalty	Effective Communication
Brand Loyalty	Pearson Correlation	1	.641**
	Sig. (2-tailed)		<.001
	N	142	142
Effective Communication	Pearson Correlation	.641**	1
	Sig. (2-tailed)	<.001	
	N	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

Effective Communication & Brand Loyalty have a moderately positive relationship, as shown by Pearson's correlation value in the table, which shows a correlation of 0.641 [64.1 %] between the two variables. Correlation is significant at 0.01 levels (2 – tailed). The correlation coefficient found is significant at the 95% confidence level.

4.5.6 Correlation Analysis Between Staff Recognition and Brand Loyalty

Table 4.21 Correlation between SR & BL

Correlations			
		Brand Loyalty	Staff Recognition
Brand Loyalty	Pearson Correlation	1	.875**
	Sig. (2-tailed)		<.001
	N	142	142
Staff Recognition	Pearson Correlation	.875**	1
	Sig. (2-tailed)	<.001	
	N	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

Staff Recognition & Brand Loyalty have a moderately positive relationship, as shown by Pearson's correlation value in the table, which shows a correlation of 0.875 [87.5 %] between

the two variables. Correlation is significant at 0.01 levels (2 – tailed). The correlation coefficient found is significant at the 95% confidence level.

4.5.7 Correlation Analysis Between Employees Training and Brand Loyalty

Table 4.22 Correlation between ET & BL

Correlations			
		Brand Loyalty	Employees Training
Brand Loyalty	Pearson Correlation	1	.735**
	Sig. (2-tailed)		<.001
	N	142	142
Employees Training	Pearson Correlation	.735**	1
	Sig. (2-tailed)	<.001	
	N	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

Employees Training & Brand Loyalty have a moderately positive relationship, as shown by Pearson's correlation value in the table, which shows a correlation of 0.735 [73.5 %] between the two variables. Correlation is significant at 0.01 levels (2 – tailed). The correlation coefficient found is significant at the 95% confidence level.

4.5.8 Correlation Analysis Between Teamwork and Brand Loyalty

Table 4.23 Correlation between TE & BL

Correlations			
		Brand Loyalty	Teamwork
Brand Loyalty	Pearson Correlation	1	.849**
	Sig. (2-tailed)		<.001
	N	142	142
Teamwork	Pearson Correlation	.849**	1
	Sig. (2-tailed)	<.001	
	N	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

Teamwork & Brand Loyalty have a moderately positive relationship, as shown by Pearson's correlation value in the table, which shows a correlation of 0.849 [84.9 %] between the two

variables. Correlation is significant at 0.01 levels (2 – tailed). The correlation coefficient found is significant at the 95% confidence level.

4.6 Regression Analysis

4.6.1 Regression Model 1: Leadership style (LS), employees skills development (ESD) and customer satiation (CS)

Regression analysis test were used to determine the significant relationship between the dependent variables and independent variables.

Table 4.24 Model Summary between Leadership style (LS), employees skills development (ESD) and customer satiation (CS)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925 ^a	.855	.851	.32237
a. Predictors: (Constant), Teamwork, Employees Training, Effective Communication, Staff Recognition				

The "R" column contains the value of the multiple correlation coefficient, or R. The dependent variable's predictability may be measured using a number of metrics, one of which is R. In this scenario, it is 0.925 (92.5 %) indicates a very good level of prediction. R square displays the proportion of the independent variable's variation that can be accounted for by the dependent variable (s). In this study, the R Square value of 0.855 would mean that the independent variables in the model can predict 85.5 % of the variance in Customers Satisfaction.

Table 4.25 ANOVA between Leadership style (LS), employees skills development (ESD) and customer satiation (CS)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.078	4	21.019	202.266	<.001 ^b
	Residual	14.237	137	.104		
	Total	98.315	141			
a. Dependent Variable: Customers Satisfaction						
b. Predictors: (Constant), Teamwork, Employees Training, Effective Communication, Staff Recognition						

The overall fit of the regression model is shown by the F-ratio in the ANOVA table.

The table demonstrates that the independent factors statistically significantly predict the dependent variable with a p value of 0.05. Therefore, regression modelling offers a decent match for the data.

Table 4.26 Coefficient between Leadership style (LS), employees skills development (ESD) and customer satiation (CS)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.808	.167		-4.827	<.001
	Effective Communication	.429	.057	.387	7.531	<.001
	Staff Recognition	.249	.116	.216	2.152	.033
	Employees Training	.264	.069	.208	3.854	<.001
	Teamwork	.249	.111	.211	2.235	.027
a. Dependent Variable: Customers Satisfaction						

If a coefficient's p-value is lower than alpha, it is statistically significant. Therefore, the outcome is significant. The F-ratio value is 202.266, which is greater than 1 and yield efficient model is

good, and the associated P-value is less than 0.05 which indicate that customer satisfaction was significantly predicted by the independent variables effective communication, staff recognition, employees training and teamwork .Therefore, there is a significant positive relationship between customer satisfaction and effective communication, staff recognition, employees training and teamwork as a measurement scale for leadership style and employees skills development.

There is a negative fixed effect of 0.808 on customer satisfaction. Effective communication has a positive effect of 0.429, staff recognition has a positive effect of 0.249, employee training has a positive effect of 0.264 and teamwork has a positive effect of 0.249 for the customer satisfaction decision

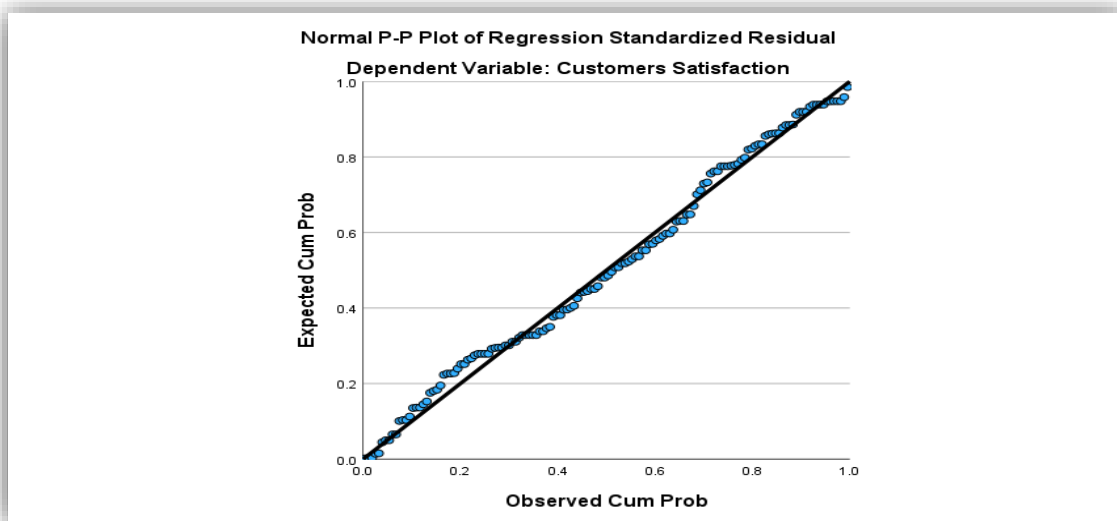


Figure 4.13 Normal P-P Plot of Customer satisfaction

Based on probability from a normal chart, the existing points in the above plot do not appear to consistently follow or get close to the diagonal line. As a result, the regression analysis method was effective, and the residual value is normally distributed.

Model Equation,

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$$

$$\begin{aligned} \text{Customers Satisfaction} = & -0.808 + 0.429*\text{Effective Communication} + 0.249*\text{Staff Recognition} \\ & + 0.264*\text{Employees Training} + 0.249*\text{Teamwork} + \varepsilon \end{aligned}$$

4.6.2 Testing of Hypothesis:

Hypothesis 1: Customers' satisfaction (CS) at Emirates airlines is statistically influenced by effective communication (EC) as a measuring scale of leadership style (LS)

H1 – There is an influence of Effective Communication on Customers Satisfaction

H0 – There is no influence of Effective Communication on Customers Satisfaction

Based on the unstandardized coefficient B of 0.429 and P-value of 0.001 for EC, which is less than 0.05. Thus, the null hypothesis is rejected and customer satisfaction is significantly predicted by the effective communication.

Hypothesis 2: Customer satisfaction (CS) at Emirates airlines is statistically influenced by staff recognition (SR) as a measuring scale of leadership style (LS)

H1 – There is an influence of staff recognition on Customers Satisfaction

H0 – There is no influence of staff recognition on Customers Satisfaction

Based on the unstandardized coefficient B of 0.249 and P-value of 0.033 of SR, which is less than 0.05. Thus, the null hypothesis is rejected and customer satisfaction is significantly predicted by the staff recognition.

Hypothesis 3: Customers' satisfaction (CS) at Emirates airlines is statistically influenced by employee training (ET) as a measuring scale of employees' skills development (ESD)

H1 – There is an influence of employee training on Customers Satisfaction

H0 – There is no influence of employee training on Customers Satisfaction

Based on the unstandardized coefficient B of 0.264 and P-value of 0.001 for ET, which is less than 0.05. Thus, the null hypothesis is rejected and customer satisfaction is significantly predicted by the employee training.

Hypothesis 4: Customers' satisfaction (CS) at Emirates airlines is statistically influenced by teamwork (TE) as a measuring scale of employee's skills development (ESD)

H1 – There is an influence of teamwork on Customers Satisfaction

H0 – There is no influence of teamwork on Customers Satisfaction

Based on the unstandardized coefficient B of 0.249 and P-value of 0.027 for TE, which is less than 0.05. Thus, the null hypothesis is rejected and customer satisfaction is significantly predicted by the teamwork.

4.6.3 Regression Model 2: Leadership style (LS), employees skills development (ESD) and Brand Loyalty (BL)

Table 4.27 Model Summary between Leadership style (LS), employees skills development (ESD) and brand loyalty (BL)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886 ^a	.785	.778	.35108
a. Predictors: (Constant), Teamwork, Employees Training, Effective Communication, Staff Recognition				
b. Dependent Variable: Brand Loyalty				

The "R" column contains the value of the multiple correlation coefficient, or R. The dependent variable's predictability may be measured using a number of metrics, one of which is R. In this scenario, it is 0.886 (88.6 %) indicates a very good level of prediction. R square displays the proportion of the independent variable's variation that can be accounted for by the dependent variable (s). In this study, the R Square value of 0.785 would mean that the independent variables in the model can predict 78.5 % of the variance in brand loyalty.

Table 4.28 ANOVA between Leadership style (LS), employees skills development (ESD) and Brand loyalty (BL)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.484	4	15.371	124.710	<.001 ^b
	Residual	16.886	137	.123		
	Total	78.370	141			
a. Dependent Variable: Brand Loyalty						
b. Predictors: (Constant), Teamwork, Employees Training, Effective Communication, Staff Recognition						

The overall fit of the regression model is shown by the F-ratio in the ANOVA table.

The table demonstrates that the independent factors statistically significantly predict the dependent variable with a p value of 0.05. Therefore, regression modelling offers a decent match for the data.

Table 4.29 Coefficient between Leadership style (LS), employees skills development (ESD) and brand loyalty (BL)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.052	.182		.287	.775
	Effective Communication	-.073	.062	-.074	-1.181	.239
	Staff Recognition	.557	.126	.542	4.427	<.001
	Employees Training	.208	.075	.183	2.783	.006
	Teamwork	.278	.121	.263	2.288	.024

a. Dependent Variable: Brand Loyalty

If a coefficient's p-value is lower than alpha, it is statistically significant. Therefore, the outcome is significant. The F-ratio value is 124.710, which is greater than 1 and yield efficient model is good, and the associated P-value for SR,ET and TE is less than 0.05 which indicate that brand loyalty was significantly predicted by the independent variables which are staff recognition, employees training and teamwork .Therefore, there is a significant positive relationship between brand loyalty and staff recognition, employees training and teamwork as a measurement scale for leadership style and employees skills development.

There is a fixed effect of 0.052 on brand loyalty. staff recognition has a positive effect of 0.557, employee training has a positive effect of 0.208 and teamwork has a positive effect of 0.278 for the brand loyalty decision

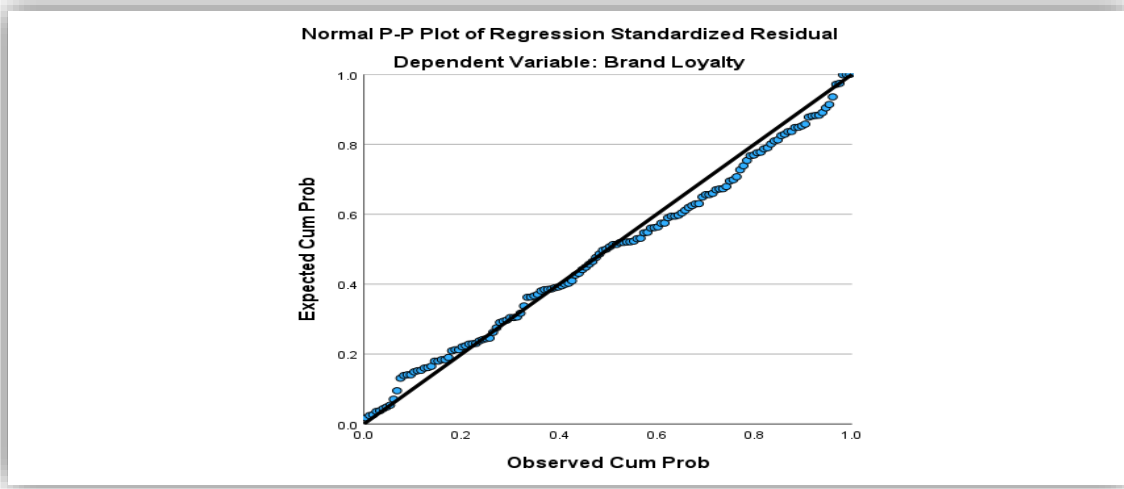


Figure 4.14 Normal P-P Plot of Brand loyalty

Based on probability from a normal chart, the existing points in the above plot do not appear to consistently follow or get close to the diagonal line. As a result, the regression analysis method was effective, and the residual value is normally distributed.

Model Equation,

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$$

$$\text{Brand loyalty} = 0.052 + 0.557 \cdot \text{Staff Recognition} + 0.208 \cdot \text{Employees Training} + 0.278 \cdot \text{Teamwork} + \varepsilon$$

4.6.4 Testing of Hypothesis:

Hypothesis 5: Brand loyalty (BL) at Emirates airlines is statistically influenced by effective communication (EC) as a measuring scale of leadership style (LS)

H1 – There is an influence of Effective Communication on Brand loyalty

H0 – There is no influence of Effective Communication on Brand loyalty

Based on the unstandardized coefficient B of -0.073 and P-value of 0.239 for ET, which is more than 0.05. Thus, the null hypothesis is accepted and brand loyalty is not significantly predicted by the effective communication.

Hypothesis 6: Brand loyalty (BL) at Emirates airlines is statistically influenced by staff recognition (SR) as a measuring scale of leadership style (LS)

H1 – There is an influence of staff recognition on Brand loyalty

H0 – There is no influence of staff recognition on Brand loyalty

Based on the unstandardized coefficient B of 0.557 and P-value of 0.001 for SR, which is less than 0.05. Thus, the null hypothesis is rejected and brand loyalty is significantly predicted by the staff recognition.

Hypothesis 7: Brand loyalty (BL) at Emirates airlines is statistically influenced by employees training (ET) as a measuring scale of employee's skills development (ESD)

H1 – There is an influence of employee training on Brand loyalty

H0 – There is no influence of employee training on Brand loyalty

Based on the unstandardized coefficient B of 0.208 and P-value of 0.006 for ET, which is less than 0.05. Thus, the null hypothesis is rejected and Brand loyalty is significantly predicted by the employee training.

Hypothesis 8: Brand loyalty (BL) at Emirates airlines is statistically influenced by teamwork (TE) as a measuring scale of employee's skills development (ESD)

H1 – There is an influence of teamwork on Brand loyalty

H0 – There is no influence of teamwork on Brand loyalty

Based on the unstandardized coefficient B of 0.278 and P-value of 0.024 for TE, which is less than 0.05. Thus, the null hypothesis is rejected and Brand loyalty is significantly predicted by the teamwork.

4.6.5 Regression Model 3: Leadership style (LS), employees skills development (ESD), Customer satisfaction (CS) and Brand Loyalty (BL)

Table 4.30 Model Summary between Leadership style (LS), employees skills development (ESD), Customer satisfaction (CS) and brand loyalty (BL)

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 ^a	.812	.805	.32942
a. Predictors: (Constant), Teamwork, Employees Training, Effective Communication, Customers Satisfaction, Staff Recognition				
b. Dependent Variable: Brand Loyalty				

The "R" column contains the value of the multiple correlation coefficient, or R. The dependent variable's predictability may be measured using a number of metrics, one of which is R. In this scenario, it is 0.901 (90.1 %) indicates a very good level of prediction. R square displays the proportion of the independent variable's variation that can be accounted for by the dependent variable (s). In this study, the R Square value of 0.812 would mean that the independent variables and mediator variable in the model can predict 81.2 % of the variance in brand loyalty.

Table 4.31 ANOVA between Leadership style (LS), employees skills development (ESD), Customer satisfaction (CS) and Brand loyalty (BL)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.612	5	12.722	117.241	<.001 ^b
	Residual	14.758	136	.109		
	Total	78.370	141			
a. Dependent Variable: Brand Loyalty						
b. Predictors: (Constant), Teamwork, Employees Training, Effective Communication, Customers Satisfaction, Staff Recognition						

The overall fit of the regression model is shown by the F-ratio in the ANOVA table.

The table demonstrates that the independent factors statistically significantly predict the dependent variable with a p value of 0.05. Therefore, regression modelling offers a decent match for the data.

Table 4.32 Coefficient between Leadership style (LS), employees skills development (ESD), Customer satisfaction (CS) and brand loyalty (BL)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.260	.185		-1.406	.162
	Customers Satisfaction	-.387	.087	-.433	-4.428	<.001
	Effective Communication	.093	.069	.094	1.337	.183
	Staff Recognition	.654	.120	.636	5.441	<.001
	Employees Training	.310	.074	.274	4.203	<.001
	Teamwork	.374	.116	.354	3.226	.002
a. Dependent Variable: Brand Loyalty						

If a coefficient's p-value is lower than alpha, it is statistically significant. Therefore, the outcome is significant. The F-ratio value is 117.241, which is greater than 1 and yield efficient model is

good, and the associated P-value for CS,SR,ET and TE is less than 0.05 which indicate that brand loyalty was significantly predicted by the independent variables staff recognition, employees training and teamwork and the mediator variable of customer satisfaction .Therefore, there is a significant positive relationship between brand loyalty and staff recognition, employees training and teamwork as a measurement scale for leadership style and employees skills development and the mediator variable of customer satisfaction.

There is a fixed effect of -0.260 on brand loyalty. Staff recognition has a positive effect of 0.654, employee training has a positive effect of 0.310, teamwork has a positive effect of 0.374 and customer satisfaction has a negative effect of -0.387 for the brand loyalty decision

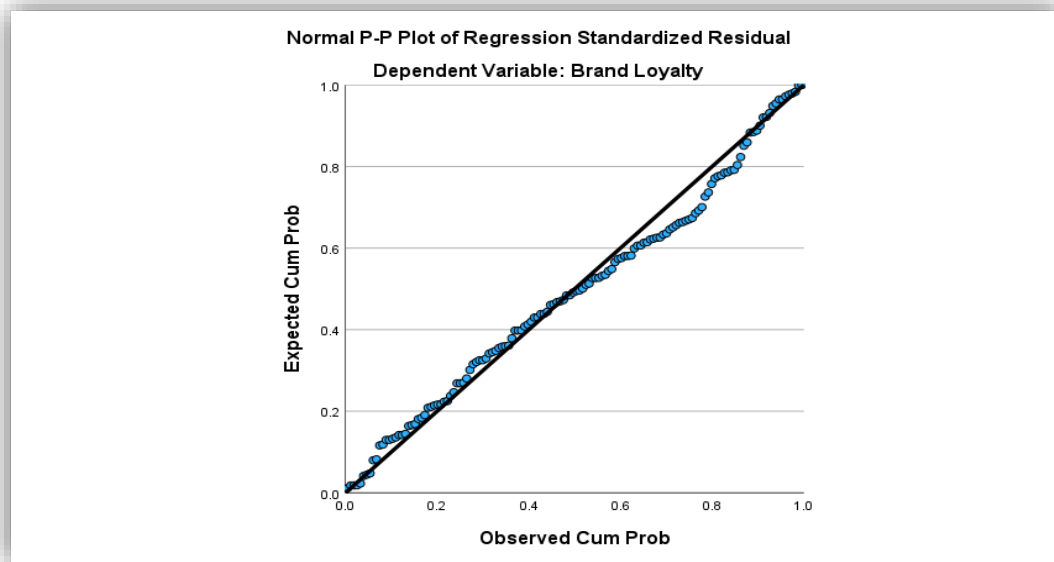


Figure 4.15 Normal P-P Plot of Brand loyalty

Based on probability from a normal chart, the existing points in the above plot do not appear to consistently follow or get close to the diagonal line. As a result, the regression analysis method was effective, and the residual value is normally distributed.

Model Equation,

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \varepsilon$$

$$\text{Brand loyalty} = -0.26 + 0.654 * \text{Staff Recognition} + 0.310 * \text{Employees Training} + 0.374 * \text{Teamwork} - 0.387 * \text{Customer satisfaction} + \varepsilon$$

4.7 Mediation analysis (Model 4)

Mediation analysis to test the indirect effect of the independent variables effective communication (EC) and staff recognitions (SR) as a measurement scale for leadership style (LS), employees training (ET) and teamwork (TE) as a measurement scale for employees skills development (ESD), and the mediator variable is the customer stratification (CS), and its effect on the dependent variable brand loyalty (BL).

The mediation analysis is done using SPSS software through process macro V4.2 by Andrew F. Hayes.

Table 4.33 Mediation analysis using process result overview

```
Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 beta
*****

      Written by Andrew F. Hayes, Ph.D.
www.afhayes.com
Documentation available in Hayes (2022).
www.guilford.com/p/hayes3

*****
*****
Model   : 4
      Y   : BrandLoy
      X   : Effectiv
      M   : Customer

Covariates:
      StaffRec Employee Teamwork

Sample
Size:  142
```

Table 4.34 The outcome of variable customer satisfaction in PROCESS macro result

OUTCOME VARIABLE:
Customer

Model Summary						
	R	R-sq	MSE	F	df1	df2
	.9248	.8552	.1039	202.2660	4.0000	137.0000
	p					
	.0000					
Model						
	coeff	se	t	p	LLCI	ULCI
constant	-.8082	.1675	-4.8267	.0000	-1.1394	-.4771
Effectiv	.4295	.0570	7.5306	.0000	.3167	.5423
StaffRec	.2488	.1156	2.1524	.0331	.0202	.4775
Employee	.2643	.0686	3.8538	.0002	.1287	.3999
Teamwork	.2491	.1114	2.2351	.0270	.0287	.4695
Standardized coefficients						
	coeff					
Effectiv	.3871					
StaffRec	.2160					
Employee	.2081					
Teamwork	.2105					

As observed from Table 4.34 the effect between the predictor variables, effective communication (P-value=0.000), staff recognition (P-value=0.0331), employs training (P-value=0.002) and teamwork (P-value=0.0270) and outcome variable customer satisfaction is significant since all P-value for the independent variables is less than 0.005. Therefore, there is a significant positive relationship between customer satisfaction and effective communication, staff recognition, employees training and teamwork as a measurement scale for leadership style and employees skills development.

Table 4.35 The total effect of EC, SR, ET, TE and CS on BL model in PROCESS macro result

OUTCOME VARIABLE:
BrandLoy

Model Summary						
	R	R-sq	MSE	F	df1	df2
	.9009	.8117	.1085	117.2409	5.0000	136.0000
	p					
	.0000					
Model						
	coeff	se	t	p	LLCI	ULCI
constant	-.2602	.1851	-1.4057	.1621	-.6262	.1058
Effectiv	.0927	.0693	1.3370	.1835	-.0444	.2297
Customer	-.3866	.0873	-4.4281	.0000	-.5592	-.2139
StaffRec	.6536	.1201	5.4414	.0000	.4161	.8912
Employee	.3101	.0738	4.2025	.0000	.1642	.4560
Teamwork	.3740	.1159	3.2256	.0016	.1447	.6033
Standardized coefficients						
	coeff					
Effectiv	.0935					
Customer	-.4330					
StaffRec	.6356					
Employee	.2735					
Teamwork	.3540					

***** TOTAL EFFECT MODEL *****

As observed from Table 4.35 the effect between the predictor variables, staff recognition (P-value=0.000), employs training (P-value=0.000), teamwork (P-value=0.0016) and customer satisfaction (P-value=0.000) and outcome variable brand loyalty is significant since all P-value for the independent variables is less than 0.05. The P-value for the independent variable effective communication is 0.1835 which is higher than 0.05 and the outcomes is not significant for the effective communication on brand loyalty. Therefore, there is a significant positive relationship between Brand loyalty and staff recognition, employees training and teamwork as a measurement scale for leadership style and employees skills development and the mediator variable customer satisfaction.

Table 4.36 The total, direct, and indirect effects of EC, SR, ET and TE on BL model in PROCESS macro result

OUTCOME VARIABLE:
BrandLoy

Model Summary

R	R-sq	MSE	F	df1	df2	p
.8857	.7845	.1233	124.7103	4.0000	137.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0523	.1824	.2866	.7748	-.3083	.4129
Effectiv	-.0734	.0621	-1.1815	.2395	-.1962	.0494
StaffRec	.5574	.1259	4.4273	.0000	.3085	.8064
Employee	.2079	.0747	2.7835	.0061	.0602	.3556
Teamwork	.2777	.1214	2.2879	.0237	.0377	.5177

Standardized coefficients

	coeff
Effectiv	-.0741
StaffRec	.5421
Employee	.1834
Teamwork	.2629

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

As observed from Table 4.36 the effect between the predictor variables, staff recognition (P-value=0.000), employs training (P-value=0.0061) and teamwork (P-value=0.237) and outcome variable brand loyalty is significant since all P-value for the independent variables is less than 0.05. The P-value for the independent variable effective communication is 0.2395 which is higher than 0.05 and the outcomes is not significant for the effective communication on brand loyalty. Therefore, there is a significant positive relationship between Brand loyalty and staff recognition, employees training and teamwork as a measurement scale for leadership style and employees skills development.

Table 4.37 Total effect LS& ESD on BL

Total effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c_cs	
-.0734	.0621	-1.1815	.2395	-.1962	.0494	-.0741	
Direct effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c'_cs	
.0927	.0693	1.3370	.1835	-.0444	.2297	.0935	
Indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
Customer	-.1660	.0642	-.2965	-.0471			
Completely standardized indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
Customer	-.1676	.0662	-.3027	-.0473			

4.8 Correlation Analysis Between Customer satisfaction and Brand Loyalty (Model 5)

Correlation analysis test used to determine the significant relationship and direct correlation between independent, mediator variables and dependent variable.

Table 4.38 Correlation between CS & BL

Correlations			
		Brand Loyalty	Customers Satisfaction
Brand Loyalty	Pearson Correlation	1	.706**
	Sig. (2-tailed)		<.001
	N	142	142
Customers Satisfaction	Pearson Correlation	.706**	1
	Sig. (2-tailed)	<.001	
	N	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 9: Customer satisfaction has a statistically significant impact on Emirate’s airlines brand loyalty

H1 – There is an influence of customer satisfaction on Brand loyalty

H0 – There is no influence of customer satisfaction on Brand loyalty

Customer satisfaction & Brand Loyalty have a moderately positive relationship, as shown by Pearson's correlation value in the table, which shows a correlation of 0.706 [70.6 %] between the two variables. Correlation is significant at 0.01 levels (2 – tailed). The correlation coefficient found is significant at the 95% confidence level.

4.9 Research Discussion

The outcomes of analysis in tables 4.24,4.27and table 4.30 prove that there is a relationship between the measurement scales of leadership style(LS),employees skill development(ESD) and customer satisfaction and their loyalty to Emirates airlines bran as illustrated in the regression models 1,2 and 3. In addition, the coefficient of multiple correlation R and the

determination coefficient R^2 further present the relationship extent and the effect amplitude of the measurement scales of the independent variables (effective communication, staff recognition, employees training and teamwork) and the mediator variable (customer satisfaction) on the dependent variable (brand loyalty). From the regression model 1, the coefficient of multiple correlation R , that is 0.925 indicated that the degree of relationship which occurs between leadership style, employees skill development and customer satisfaction in Emirates airlines is positive and strong, while the determination coefficient R^2 which is 0.855 indicated that leadership style, employees skill development explain 85.5% of the variability that takes place on customer satisfaction at Emirates airlines. While, from the regression model 2, the coefficient of multiple correlation R , that is 0.886 indicated that the degree of relationship which occurs between leadership style, employees skill development and brand loyalty in Emirates airlines is positive and strong, while the determination coefficient R^2 which is 0.785 indicated that leadership style, employees skill development explain 78.5% of the variability that takes place on brand loyalty at Emirates airlines. Furthermore, From the regression model 3, the coefficient of multiple correlation R , that is 0.901 indicated that the degree of relationship which occurs between leadership style, employees skill development ,customer satisfaction and brand loyalty in Emirates airlines is positive and strong, while the determination coefficient R^2 which is 0.812 indicated that leadership style, employees skill development and customer satisfaction explain 81.2% of the variability that takes place on brand loyalty at Emirates airlines

There is a relationship between leadership style, employees skill development, customer satisfaction and brand loyalty in Emirates airlines. Hypothesis 1&2 indicated that (effective communication and staff recognition as a measurement scale of leadership style) has a

statistically significant influence on customer satisfaction at Emirates airlines. Hypothesis 3&4 indicated that (employees training and teamwork as a measurement scale of employees skill development) has a statistically significant influence on customer satisfaction at Emirates airlines. Hypothesis 5 indicated that (Effective communication as a measurement scale of leadership style) has no statistically significant influence on brand loyalty at Emirates airlines. Hypothesis 6 indicated that (staff recognition as a measurement scale of leadership style) has a statistically significant influence on brand loyalty at Emirates airlines. Furthermore, Hypothesis 7&8 indicated that (employees training and teamwork as a measurement scale of employees skill development) has a statistically significant influence on brand loyalty at Emirates airlines.

As a summary, the regression equation of model 1 is:

$$\text{Customers Satisfaction} = -0.808 + 0.429 * \text{Effective Communication} + 0.249 * \text{Staff Recognition} + 0.264 * \text{Employees Training} + 0.249 * \text{Teamwork} + \varepsilon$$

The regression equation of model 2 is:

$$\text{Brand loyalty} = 0.052 + 0.557 * \text{Staff Recognition} + 0.208 * \text{Employees Training} + 0.278 * \text{Teamwork} + \varepsilon$$

The regression equation of model 3 is:

$$\text{Brand loyalty} = -0.26 + 0.654 * \text{Staff Recognition} + 0.310 * \text{Employees Training} + 0.374 * \text{Teamwork} - 0.387 * \text{Customer satisfaction} + \varepsilon$$

As observed from Table 4.34, 4.35-4.36 & 4.37 the mediating analysis that there is a significant positive relationship between Brand loyalty and customer stratification, and effective communication, staff recognition, employees training and teamwork as a measurement scale for

leadership style and employees skills development

As observed from Table 4.38, The correlation equation of model 5 is:

Brand loyalty = 0.706 Customer satisfaction

The following literature contributions from this research study are included. First of all, it offers a questionnaire model that is pertinent and useful for assessing the performance of Emirates Airlines in relation to particular characteristics, as well as customer satisfaction and brand loyalty. Second, the findings that demonstrate the correlation between customer satisfaction and brand loyalty as well as the correlation between leadership styles and employees skill development.

CHAPTER 5 : CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section has provided a summary of the entire research to give an understanding of the effectiveness of employee's skills development and leadership style in ensuring customer loyalty and their loyalty to the Emirates airline brand. The section has also provided a set of different recommendations that could enhance the organisation's competitiveness. It has also provided insight into how the research study will help future researchers in conducting their studies on how airline companies may improve the quality of their services, boost customer satisfaction, and promote brand loyalty.

5.2 Research Recommendations

Fierce competition in the airline industry has made it quite challenging for Emirates airlines to ensure its successful survival in the market without focusing on enhancing the quality of customer services. Therefore, the organisation may consider bringing more improvements in the quality of its services to ensure its corporate excellence to enhance competitiveness. The approaches that the organization might take into consideration to improve the quality of its services and boost its competitiveness include:

5.2.1 Building High Positive Relations with Customers

Emirates airlines should devise efficient methods for fostering ties with its clients in order to increase their steadfastness and confidence in the company (Nguyen et al., 2020). For this, it is crucial to give the customer service staff with the appropriate training on the ways they can

provide the customers with the best solutions and address their queries effectively to ensure superior quality services. The organisation should consider collecting feedback from customers to provide them with the opportunity to share their opinions and views regarding the organisation's services. This can further aid in developing a long-lasting bond with the customers as the customers start to feel valued. This value-added customer service can help in enhancing customer satisfaction.

5.2.2 Continuous Implementation of higher Technologies

Emirates airlines should consider implementing more recent technologies to reduce the need for human-resource employment in some departments while finding the best ways to enhance the productivity and performance of these two departments. For example, a chatbot could be continuously updated to allow the passengers to interact with the customer service department to get their queries solved right after they arise. This can help the organisation in providing 24*7 services to its customers. Strategic investment in the right technologies can enhance the effectiveness of the services.

5.3 Research Limitation

The research is based primarily on data collected through a survey of 300 participants, and therefore, it has involved the risks associated with biases. Biases in the studies could have a detrimental impact on the validity and reliability of the outcomes in the research study. Further, although statistical analysis can enhance the reliability of the research outcomes; however, it can also involve the risks associated with unintentional errors during the analysis of information collected through the survey. Thus, this research study could have considered an easy procedure

such as thematic analysis or descriptive analysis to reduce the risks associated with errors in the information analysis. This would also have reduced the overall time required to analyse the information in this research study. For example, while collecting primary data from participants, the researcher had to face maximum challenges in ensuring the collection of bias-free information that could significantly negatively impact the final outcomes of the research study at the end. Apart from this, the collection of information through surveys has been highly time-consuming, which has impacted the overall time required for completing the research study. As the statistical analysis of the data gathered via the survey needed a great deal of time, it also took me a fair amount of time to analyse the information that was gathered through the survey in the research. Additionally, I found it difficult to guarantee the accuracy of the data because participant primary data frequently had biases based on the participants' various points of view.

5.4 Recommendation of Future Researcher

Through the findings of the study, future researchers could also conduct their studies on how brands in the airline industry, such as Emirates airlines, can ensure their corporate excellence by enhancing their overall quality of services. Innovation is considered to be the best possible way of enhancing the service quality of organisations. However, this study has emphasised improving the quality of existing services of the organisation to bring positive improvements in the overall service quality.

This research has added new insight to the study on the role played by the leadership style and Employees skills development on the customer satisfaction and their brand loyalty in an organisation like Emirates Airlines. Thus, it will help future researchers explore further ways of enhancing corporate excellence by incorporating competitive total-quality management

practices. Moreover, the researcher could have considered focusing on collecting secondary information along with primary information to improve the reliability of the outcomes of the research study (Sherif, 2018).

5.5 Summary

In summary, the research has investigated the relationship between customer satisfaction, brand loyalty, leadership style and employee's skills development in Emirates airlines company, and identified few recommendations to the ways of enhancing the quality of the services of Emirates airlines in order to enhance customer satisfaction and their loyalty to brand. It provides a summary in improving the quality of its services as well as the variables that may have an impact on client satisfaction and the organization's ability to compete in the market.

It has analysed the importance of integrating environmental factors with TQM practices of the organisations to ensure corporate excellence while enhancing the loyalty and satisfaction of the customers of the organisation. The research has analysed the ways of improving organisational service quality through a continuous focus on bridging the existing service gaps while enhancing the opportunities for innovation to cope with competitive forces in the market.

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APPENDICES

Appendix A Questionnaire

1. What is your Age group?
 - a) 18 to 29
 - b) 30 to 44
 - c) 45 or older
2. What is your gender?
 - a) Male
 - b) Female
3. What is highest level of education?
 - a) High School graduated
 - b) College graduated
 - c) Not Graduated
4. What type of flight do you usually book?
 - a) First class
 - b) Business class
 - c) Economy class
5. What is the purpose of your trips?
 - a) Business.
 - b) Leisure.
 - c) Others.
6. Did you flight with Emirates airline within the last 12 months?
 - a) Yes
 - b) No

Independent Variable 1: Effective Communication

EC1: An Effective communication with customers will ensure a high level of competitive advantage of Emirate Airlines.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

EC2: Communication with customers plays a vital role in ensuring effective quality management and Customers satisfaction.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

EC3: Proper communication with customers should always be emphasized from top management of the organization.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

EC4: Proper communication with customers can help provide proper directions to the management regarding their needs and requirements.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

EC5: The inclusive culture of the organization is focused on influencing customers to raise their voice.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

Independent Variable 2: Staff Recognition

SR1: The organizations could consider providing recognition to employees in various forms

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

SR2: Implementing an efficient recognition system can benefit organizations by ensuring a significant increase in customer satisfaction and brand loyalty.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

SR3: Organizations can also ensure Customers satisfaction through recognition to the employees

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

SR4: A proper staff recognition could influence the employees to work on the changing environment to improve customer satisfaction and brand loyalty

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

SR5: Organizations can enhance their brand loyalty in the market resulting in a huge competitive advantage through customer satisfaction.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

Independent Variable 3: Employees Training

ET1: Employees Training influences the organizational performance and customer satisfaction.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

ET2: Organizations nowadays are focusing on providing the workers with need-based training to cater value added customer services

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

ET3: Training can enhance employee motivation to give more focus on customer satisfaction

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

ET4: Staff training related to customer behaviour could be based on an emotional viewpoint

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

ET5: Organizations should establish the training frameworks by considering the organizational goals to fulfil customer needs and enhance brand loyalty.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

Independent Variable 4: Teamwork

TE1: Teamwork should be focused on ensuring a significant improvement in customer service.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

TE2: Teamwork generally involves various influencing factors, leading to the workers' high productivity and focused on customer satisfaction.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

TE3: Teamwork can also aid in effectively identifying the customers' problems and finding the best possible solutions

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

TE4: Organizations can ensure brand loyalty by developing their team's ability to beat the major competitors effectively

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

TE5: Enhanced focus on the establishment of the team working culture can ensure quality of customer service

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

Dependent Variable 1: Customers Satisfaction

CS1: I am satisfied with the overall leadership style and communication at Emirates airlines

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

CS2: Overall, how would you rate the quality of your customer services by Emirates airline

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

CS3: I am satisfied with the overall employees' skills and performance at Emirates airlines

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

CS4: I am satisfied with the overall employees' teamwork at Emirates airlines

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

CS5: Overall, are you satisfied with the employees at Emirates airline.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

Dependent Variable 2: Brand Loyalty

BL1: How likely would you plan to increase your flights with Emirates airlines in the future.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

BL2: How likely is that you would recommend Emirates Airlines to your friends and colleagues.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

BL3: How likely would you say positive things to others about your experience in Emirates airlines.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

BL4: How likely are you to continue using Emirates airlines services

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree

BL5: How likely are you to convince others to use Emirates airlines services.

1) Strongly disagree, 2) Disagree, 3) Neutral, 4) Agree, 5) Strongly Agree