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**WORK VALUES AND EMPLOYEE COMMITMENT IN UAE:  
MEDIATING ROLE OF JOB INVOLVEMENT**

**MARYAM TARESH SAIF SUHAIL AL MARRI**



**UUM**  
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY  
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2019**

**WORK VALUES AND EMPLOYEE COMMITMENT IN UAE: MEDIATING  
ROLE OF JOB INVOLVEMENT**

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**(900364)**



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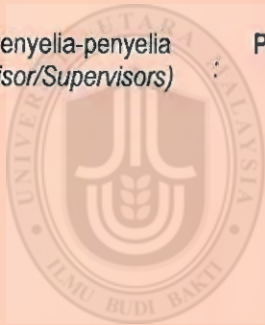


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## ABSTRACT

United Arab Emirates (UAE) is considered as one of the most rapidly developing countries in the Middle East, struggling to be positioned as a service oriented economy. Similar to other parts of the world, the UAE has changed in scope, management and organization. As a result of this pressure, the UAE showed an increased interest in ensuring appropriate work values and job involvement are in place to enhance employee commitment. In this regard, the employee commitment is seen as one of the driving forces behind organizational performance. This study explored the effects of career-growth, social interaction, security and economic, stability and freedom, recreation health and transport as predictors of Ministry of Interior (MOI)'s employee commitment to enhance their effectiveness and efficiency. It was also proposed and analyzed the mediating effect of job involvement through which MOI's employees being involved in their jobs. The research used a quantitative method through survey instrument and 360 usable questionnaires were collected from the employees in the MOI, UAE. Partial Least Squares (PLS3) was employed to analyze the data. Results showed support for the theoretical model that was studied. The results implied that eight out of eleven direct relationships: career-growth, social interaction, security and economic, stability and freedom, recreation, health and transport, job involvement are related to employee commitment. The mediating effect was also empirically justified, but mediational relationship between security and economic, and employee commitment has confirmed to be statistically negative and not supported. The study has validated theoretical framework and trigger the future research. The results of this research offer a link to its useful applications, the study is also useful and has importance for policy makers, academicians and human resource practitioners to further improving and nurturing employees' commitment.

**Keywords:** employee commitment, work values, job involvement, career-growth, social interaction.

## ABSTRAK

Emiriah Arab Bersatu (UAE) dianggap sebagai antara negara yang paling pesat membangun dalam kalangan negara Timur Tengah, yang juga dikenali sebagai negara berteraskan ekonomi perkhidmatan. UAE telah berubah dari segi skop, pengurusan dan organisasi sama seperti negara-negara yang lain. Kesan daripada tekanan yang dihadapi, UAE telah menunjukkan minat dalam memastikan nilai dan penglibatan kerja berada pada tahap yang sepatutnya bagi menambahbaik komitmen pekerja. Dalam hal ini, komitmen pekerja dilihat sebagai salah satu penggerak kepada prestasi organisasi. Kajian ini menyelidik kesan-kesan peningkatan kerjaya, interaksi sosial, keselamatan dan ekonomi, kestabilan dan kebebasan, rekreasi kesihatan dan pengangkutan sebagai peramal komitmen pekerja Kementerian dalam Negeri (MOI) UAE bagi menambahbaik keberkesanan dan kecekapannya. Kesan pemboleh ubah pengantara, penglibatan kerja juga dicadang dan dianalisis dalam kajian ini. Penyelidikan ini menggunakan kaedah kuantitatif melalui borang kaji selidik dan sebanyak 360 borang selidik yang boleh digunakan telah dikumpul daripada kakitangan dalam MOI, UAE. Ujian Partial Least Squares (PLS3) telah digunakan bagi menganalisis data. Hasil kajian menunjukkan sokongan terhadap model teori yang diguna pakai. Keputusan menunjukkan lapan daripada sebelas hubungan-terus iaitu peningkatan kerjaya, interaksi sosial, keselamatan dan ekonomi, kestabilan dan kebebasan, rekreasi kesihatan dan pengangkutan, penglibatan dalam kerja berkait dengan komitmen pekerja. Kesan pengantaraan juga diterangkan secara empirikal, namun, keselamatan dengan ekonomi, dan komitmen pekerja telah didapati negatif dan tidak disokong. Kajian ini telah mengesahkan kerangka teori. Hasil penyelidikan memperlihatkan satu hubungan terhadap pelaksanaannya yang berguna dan kajian ini juga berguna dan ada kepentingannya terhadap penggubal undang-undang, pensyarah dan ahli-ahli akademik serta pengamal sumber manusia untuk menambahbaik dan memupuk komitmen pekerja.

**Kata kunci:** komitmen pekerja, nilai kerja, penglibatan kerja, kemajuan kerjaya, interaksi sosial.



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## TABLE OF CONTENTS

| Title                                     | Page         |
|-------------------------------------------|--------------|
| <b>CERTIFICATION OF THESIS WORK</b> ..... | <b>ii</b>    |
| <b>PERMISSION TO USE</b> .....            | <b>iv</b>    |
| <b>ABSTRACT</b> .....                     | <b>v</b>     |
| <b>ABSTRAK</b> .....                      | <b>vi</b>    |
| <b>ACKNOWLEDGEMENT</b> .....              | <b>vii</b>   |
| <b>TABLE OF CONTENTS</b> .....            | <b>viii</b>  |
| <b>LIST OF TABLES</b> .....               | <b>xiv</b>   |
| <b>LIST OF FIGURES</b> .....              | <b>xvi</b>   |
| <b>LIST OF APPENDICES</b> .....           | <b>xvii</b>  |
| <b>LIST OF ABBREVIATIONS</b> .....        | <b>xviii</b> |
| <b>CHAPTER ONE INTRODUCTION</b> .....     | <b>1</b>     |
| 1.1 Introduction .....                    | 1            |
| 1.2 Background of the study.....          | 1            |
| 1.3 Problem statement.....                | 8            |
| 1.4 Research questions .....              | 17           |
| 1.5 Research objectives .....             | 18           |
| 1.6 Significance of the study .....       | 20           |
| 1.7 Scope of the study .....              | 22           |
| 1.8 Operational definitions .....         | 23           |
| 1.9 Organization of thesis.....           | 25           |

|                                                                                                                                                                                         |           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>CHAPTER TWO LITERATURE REVIEW.....</b>                                                                                                                                               | <b>26</b> |
| 2.1 Introduction .....                                                                                                                                                                  | 26        |
| 2.2 Conceptual background of employee commitment .....                                                                                                                                  | 26        |
| 2.3 Measurement of employee commitment .....                                                                                                                                            | 34        |
| 2.4 Employee commitment and variables of study.....                                                                                                                                     | 39        |
| 2.4.1 Career-growth .....                                                                                                                                                               | 47        |
| 2.4.2 Social interaction.....                                                                                                                                                           | 49        |
| 2.4.3 Security and economic .....                                                                                                                                                       | 51        |
| 2.4.4 Stability and freedom .....                                                                                                                                                       | 54        |
| 2.4.5 Recreation, health and transport.....                                                                                                                                             | 56        |
| 2.5 Job involvement.....                                                                                                                                                                | 58        |
| 2.6 Underpinning theory of the study .....                                                                                                                                              | 62        |
| 2.7 Hypotheses of the study .....                                                                                                                                                       | 66        |
| 2.7.1 Direct relationship between career-growth, social interaction,<br>security and economic, stability and freedom, recreation,<br>health and transport and employee commitment ..... | 67        |
| 2.7.2 Direct relationship between career-growth, social interaction,<br>security and economic, stability and freedom, recreation,<br>health and transport and job involvement.....      | 68        |
| 2.7.3 Direct relationship between job involvement and employee<br>commitment .....                                                                                                      | 70        |
| 2.7.4 The mediating role of job involvement in employee<br>commitment relationships.....                                                                                                | 71        |

|                                                        |           |
|--------------------------------------------------------|-----------|
| 2.8 Research framework.....                            | 73        |
| 2.9 Chapter summary .....                              | 75        |
| <b>CHAPTER THREE METHODOLOGY .....</b>                 | <b>76</b> |
| 3.1 Introduction .....                                 | 76        |
| 3.2 Research design .....                              | 76        |
| 3.3 Unit of analysis and population of the study ..... | 78        |
| 3.4 Sample size and sampling techniques .....          | 79        |
| 3.5 Measurement of variables.....                      | 83        |
| 3.5.1 Dependent variable.....                          | 84        |
| 3.5.1.1 Employee commitment.....                       | 84        |
| 3.5.2 Independent variables.....                       | 86        |
| 3.5.2.1 Career-growth .....                            | 86        |
| 3.5.2.2 Social interaction.....                        | 88        |
| 3.5.2.3 Security and economic.....                     | 89        |
| 3.5.2.4 Stability and freedom .....                    | 90        |
| 3.5.2.5 Recreation, health and transport.....          | 90        |
| 3.5.3 Mediating variable: Job involvement .....        | 91        |
| 3.6 Pre-test and pilot test.....                       | 92        |
| 3.7 Data collection .....                              | 95        |
| 3.8 Data analysis method .....                         | 96        |
| 3.8.1 Descriptive analysis.....                        | 96        |
| 3.8.2 Partial Least Squares (PLS) Technique .....      | 97        |
| 3.9 Chapter summary .....                              | 98        |



|                                                                                           |            |
|-------------------------------------------------------------------------------------------|------------|
| 4.10.2 Structural model .....                                                             | 126        |
| 4.10.2.1 The direct effects .....                                                         | 129        |
| 4.10.2.2 The mediation effects (Indirect Effects) .....                                   | 130        |
| 4.11 Summary of the findings .....                                                        | 133        |
| <b>CHAPTER FIVE DISCUSSION .....</b>                                                      | <b>135</b> |
| 5.1 Introduction .....                                                                    | 135        |
| 5.2 Summary of findings .....                                                             | 135        |
| 5.3 Discussions .....                                                                     | 138        |
| 5.3.1 Direct effects .....                                                                | 138        |
| 5.3.1.1 Relationship between career-growth and employee<br>commitment (RQ1).....          | 139        |
| 5.3.1.2 Relationship between career-growth and job<br>involvement (RQ2).....              | 140        |
| 5.3.1.3 Relationship between social interaction and<br>employee commitment (RQ3).....     | 141        |
| 5.3.1.4 Relationship between social interaction and<br>job involvement (RQ4).....         | 142        |
| 5.3.1.5 Relationship between security and economic<br>and employee commitment (RQ5) ..... | 143        |
| 5.3.1.6 Relationship between security and economic and<br>job involvement (RQ6).....      | 144        |
| 5.3.1.7 Relationship between stability and freedom<br>and employee commitment (RQ7) ..... | 145        |

|                                                                                                      |            |
|------------------------------------------------------------------------------------------------------|------------|
| 5.3.1.8 Relationship between stability and freedom<br>and job involvement (RQ8) .....                | 146        |
| 5.3.1.9 Relationship between recreation, health and<br>transport and employee commitment (RQ9) ..... | 146        |
| 5.3.1.10 Relationship between recreation, health and<br>transport and job involvement (RQ10) .....   | 147        |
| 5.3.1.11 Relationship between job involvement<br>and employee commitment (RQ16) .....                | 148        |
| 5.3.2 Mediating effect of job involvement (RQ 11, 12, 13, 14, 15) .....                              | 149        |
| 5.3.2.1 Significant mediation effects .....                                                          | 150        |
| 5.3.2.2 Insignificant mediation effect .....                                                         | 153        |
| 5.4 Implications of the study .....                                                                  | 154        |
| 5.4.1 Theoretical implication .....                                                                  | 154        |
| 5.4.2 Methodological implication .....                                                               | 156        |
| 5.4.3 Practical implication .....                                                                    | 157        |
| 5.5 Limitations of study .....                                                                       | 159        |
| 5.6 Suggestions for future studies .....                                                             | 160        |
| 5.7 Conclusion .....                                                                                 | 161        |
| <b>REFERENCES .....</b>                                                                              | <b>163</b> |
| <b>APPENDIX A: RESEARCH QUESTIONNAIRE .....</b>                                                      | <b>208</b> |
| <b>APPENDIX B: DATA COLLECTION LETTER .....</b>                                                      | <b>217</b> |
| <b>APPENDIX C: PRELIMINARIES .....</b>                                                               | <b>218</b> |

## LIST OF TABLES

| Table                                                                       | Page |
|-----------------------------------------------------------------------------|------|
| Table 1.1 Definition of key terms .....                                     | 23   |
| Table 2.1 Definitions of commitment .....                                   | 32   |
| Table 3.1 Stratified sampling of the respondents .....                      | 82   |
| Table: 3.2 Questionnaire design .....                                       | 83   |
| Table 3.3 Measurement of employee commitment.....                           | 85   |
| Table 3.4 Measurement of career-growth .....                                | 87   |
| Table 3.5 Measurement of social interaction .....                           | 88   |
| Table 3.6 Measurement of security and economic .....                        | 89   |
| Table 3.7 Measurement of stability and freedom .....                        | 90   |
| Table 3.8 Measurement of recreation, health and transport .....             | 91   |
| Table 3.9 Measurement of job involvement.....                               | 92   |
| Table 3.10 Reliability statistics.....                                      | 94   |
| Table 3.11 Reliability of the constructs .....                              | 95   |
| Table 4.1 Questionnaire distribution and retention.....                     | 100  |
| Table 4.2 Results of independent-samples T-test for non-response bias ..... | 102  |
| Table 4.3 Variable coding .....                                             | 103  |
| Table 4.4 Missing values.....                                               | 105  |
| Table 4.5 Results of multiconllinearity test.....                           | 108  |
| Table 4.6 Demographic characteristics of the respondents .....              | 110  |
| Table 4.7 Descriptive statistics for study variables .....                  | 113  |
| Table 4.8 Factor loadings and cross loadings.....                           | 116  |



|                                                                                                            |     |
|------------------------------------------------------------------------------------------------------------|-----|
| Table 4.9 Loadings, composite reliability and average variance extracted.....                              | 118 |
| Table 4.10 Fornell and Lacker Criterion.....                                                               | 122 |
| Table 4.11 Discriminant validity (HTMT criterion).....                                                     | 122 |
| Table 4.12 Variance explained in the endogenous latent variable .....                                      | 123 |
| Table 4.13 Predictive relevance ( $Q^2$ ).....                                                             | 124 |
| Table 4.14 The effect size of job involvement, employee commitment and<br>the interaction constructs ..... | 126 |
| Table 4.15 Hypothesis testing (Direct) .....                                                               | 128 |
| Table 4.16 Hypotheses Testing (Mediation) .....                                                            | 131 |
| Table 4.17 Summary of results for hypotheses testing .....                                                 | 133 |



## LIST OF FIGURES

| Figure                                                                                                                                                                                                                      | Page |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| Figure 2.1 The Hypothesized Relationships Between<br>Career-growth, Social Interaction, Security and Economic,<br>Stability and Freedom, Recreation, Health and Transport,<br>Job Involvement, and Employee Commitment..... | 74   |
| Figure 4.1 Measurement Model.....                                                                                                                                                                                           | 120  |
| Figure 4.2 Structural model.....                                                                                                                                                                                            | 127  |



## LIST OF APPENDICES

|                                         |     |
|-----------------------------------------|-----|
| Appendix A Research questionnaire ..... | 208 |
| Appendix B Data collection letter.....  | 217 |
| Appendix C Preliminaries .....          | 218 |



## LIST OF ABBREVIATIONS

|                |                                             |
|----------------|---------------------------------------------|
| AMOS           | Analysis of Moment Structures               |
| AVE            | Average Variance Extracted                  |
| PhD            | Doctor of Philosophy                        |
| PLS            | Partial Least Squares                       |
| Q <sup>2</sup> | Construct Cross Validated Redundancy        |
| R <sup>2</sup> | R-squared values                            |
| SEM            | Structural Equation Modelling               |
| SET            | Social Exchange Theory                      |
| SPSS           | Statistical Package for the Social Sciences |
| SWT            | <i>Subhanahu Wa Ta'ala</i>                  |
| UAE            | United Arab Emirates                        |
| CR             | Composite Reliability                       |

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter presents the background of study, the problem statement, research questions, specific research objectives, significance and scope of the study, and operational definitions of the key terms used in this study, finally, the organization of the thesis.

#### **1.2 Background of the study**

The establishment of the Federation of the United Arab Emirates (UAE) on the second of December 1971 was a culmination of the people's aspiration for unity, prosperity, and dignity. In doing so, there was consensus that security is a function that needs to be handled by a federal authority (MOI, 2017). There has always been consensus on the need for integrating police and security agencies, particularly from His Highness the UAE President and his brothers, Their Highnesses the members of the Supreme Council and rulers of the Emirates. That emphasis on having a unified security apparatus nationwide has been instrumental in the ensuing achievements accomplished by the Ministry, which has played a pivotal role in enhancing security and stability throughout the country (MOI, 2017). Based on this, the Ministry of Interior (MOI) as the fundamental federal entity of the UAE government, is more expected to play its vital role in providing security and stability all over the Emirates. MOI upon its establishment was given duties and responsibilities to protect the state's security, to create, organize and supervise police and security forces, conduct

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## Appendix A

### Research Questionnaire



School of Business Management (SBM), College of Business,  
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Dear / Mr / Mrs / Ms,

#### **ACADEMIC RESEARCH QUESTIONNAIRE**

I am a doctoral candidate at the above-named university, currently working on my PhD thesis title “Determinants of Employee Commitment in MOI: Mediating Roles of Job Involvement.”

Thank you in advance for taking your valuable time to fill in this questionnaire. Please be assured that your responses will only be used for academic purpose. Hence, your identity will never be known throughout any part of the research process.

Thank you very much in anticipation of your responses.

School of Business Management (SBM)  
College of Business, Universiti Utara Malaysia  
UUM 06010 Sintok, Kedah MALAYSIA

**Information about YOU, please tick ( ✓ ) in the related box:**

**Q1: Gender**

|     |      |     |        |
|-----|------|-----|--------|
| (1) | Male | (2) | Female |
|-----|------|-----|--------|

**Q2: Age in years:**

|     |               |     |               |
|-----|---------------|-----|---------------|
| (1) | Less than 25  | (5) | 40 – 44 years |
| (2) | 25 – 29 years | (6) | 45 – 49 years |
| (3) | 30 – 34 years | (7) | 50 and over   |
| (4) | 35 – 39 years |     |               |

**Q3: Marital Status**

|     |        |     |         |     |          |
|-----|--------|-----|---------|-----|----------|
| (1) | Single | (2) | Married | (3) | Divorced |
|-----|--------|-----|---------|-----|----------|

**Q4: Highest Educational Attainment**

|     |               |     |               |
|-----|---------------|-----|---------------|
| (1) | High school   | (3) | Master Degree |
| (2) | Undergraduate | (4) | Ph.D. Degree  |

**Q5: Job Title**

|     |                   |     |                                |
|-----|-------------------|-----|--------------------------------|
| (1) | Top Management    | (4) | Supervisor                     |
| (2) | Middle Management | (5) | Technical                      |
| (3) | Administrator     | (6) | Others (Please state)<br>_____ |

**Q6: Years of Experience**

|     |                 |     |                    |
|-----|-----------------|-----|--------------------|
| (1) | 2 years or less | (4) | 11 – 15 years      |
| (2) | 3 – 5 years     | (5) | 16 – 20 years      |
| (3) | 6 – 10 years    | (6) | 21 years and above |

## Q7: Personal Income

|     |                      |     |                      |
|-----|----------------------|-----|----------------------|
| (1) | Less than AED 10,000 | (4) | 20,001 – 25,000      |
| (2) | 10,001 – 15,000      | (5) | 25,001 – 30,000      |
| (3) | 15,001 – 20,000      | (6) | More than AED 30,000 |

### B. Determinants of Employee Commitment

The statements below represent determinants of employees' commitment. These are aspects that employees often seek in their jobs or as a result of their jobs related to achieving the UAE Strategic Plan and Vision Mission 2023.

Please tick (✓) in the related box to show your numerical rating of each of the following statements that represent your personal choice.

| Qualitative Rating | Numerical Rating |
|--------------------|------------------|
| Strongly disagree  | 1                |
| Disagree           | 2                |
| Moderate           | 3                |
| Agree              | 4                |
| Strongly agree     | 5                |

#### 1. Career-Growth

| Questions                                                                                 | Strongly disagree | Disagree | Moderate | Agree | Strongly agree |
|-------------------------------------------------------------------------------------------|-------------------|----------|----------|-------|----------------|
| <b>Q1:</b> My present job moves me closer to my career goals.                             | 1                 | 2        | 3        | 4     | 5              |
| <b>Q2:</b> My present job is relevant to my career goals and vocational growth.           | 1                 | 2        | 3        | 4     | 5              |
| <b>Q3:</b> My present job sets the foundation for the realization of my career goals.     | 1                 | 2        | 3        | 4     | 5              |
| <b>Q4:</b> My present job provides me with good opportunities to realize my career goals. | 1                 | 2        | 3        | 4     | 5              |
| <b>Q5:</b> My present job encourages me to continuously gain new and job-related skills.  | 1                 | 2        | 3        | 4     | 5              |
| <b>Q6:</b> My present job encourages me to continuously gain new                          | 1                 | 2        | 3        | 4     | 5              |

|                                                                                                      |   |   |   |   |   |
|------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| job-related knowledge.                                                                               |   |   |   |   |   |
| <b>Q7:</b> My present job encourages me to accumulate richer work experiences.                       | 1 | 2 | 3 | 4 | 5 |
| <b>Q8:</b> My present job enables me to continuously improve my professional capabilities.           | 1 | 2 | 3 | 4 | 5 |
| <b>Q9:</b> My promotion speed in the present organization is fast.                                   | 1 | 2 | 3 | 4 | 5 |
| <b>Q10:</b> The probability of being promoted in my present organization is high                     | 1 | 2 | 3 | 4 | 5 |
| <b>Q11:</b> Compared with previous organizations, my position in my present one is ideal             | 1 | 2 | 3 | 4 | 5 |
| <b>Q12:</b> Compared with my colleagues, I am being promoted faster                                  | 1 | 2 | 3 | 4 | 5 |
| <b>Q13:</b> My salary is growing quickly in my present organization.                                 | 1 | 2 | 3 | 4 | 5 |
| <b>Q14:</b> In this organization, the possibility of my current salary being increased is very large | 1 | 2 | 3 | 4 | 5 |
| <b>Q15:</b> Compared with my colleagues, my salary has grown more quickly                            | 1 | 2 | 3 | 4 | 5 |

## 2. Social Interaction at Work:

| Questions                                                                                                    | Strongly disagree | Disagree | Moderate | Agree | Strongly agree |
|--------------------------------------------------------------------------------------------------------------|-------------------|----------|----------|-------|----------------|
| <b>Q16:</b> I enjoy socializing with members of my organization.                                             | 1                 | 2        | 3        | 4     | 5              |
| <b>Q17:</b> In this organization colleagues are taking care of each other.                                   | 1                 | 2        | 3        | 4     | 5              |
| <b>Q18:</b> In this organization there is a lack of aggression and selfishness among colleagues.             | 1                 | 2        | 3        | 4     | 5              |
| <b>Q19:</b> In this organization I can happily work together with colleagues to finish a job.                | 1                 | 2        | 3        | 4     | 5              |
| <b>Q20:</b> In this organization colleagues easily can get along harmoniously.                               | 1                 | 2        | 3        | 4     | 5              |
| <b>Q21:</b> Working environment in this organization is providing a good personal connections (relationship) | 1                 | 2        | 3        | 4     | 5              |
| <b>Q22:</b> In this organization staff are working honestly and sincerely with co-workers.                   | 1                 | 2        | 3        | 4     | 5              |

## 3. Security and Economic

| Questions                                                                                  | Strongly disagree | Disagree | Moderate | Agree | Strongly agree |
|--------------------------------------------------------------------------------------------|-------------------|----------|----------|-------|----------------|
| <b>Q23:</b> Staff can get appropriate care while they are sick.                            | 1                 | 2        | 3        | 4     | 5              |
| <b>Q24:</b> Safety of employees is the most important aspect of work in this organization. | 1                 | 2        | 3        | 4     | 5              |
| <b>Q25:</b> The organization provides good insurance/takaful                               | 1                 | 2        | 3        | 4     | 5              |
| <b>Q26:</b> Salary allocation is fair and reasonable                                       | 1                 | 2        | 3        | 4     | 5              |
| <b>Q27:</b> Appropriate salary promotion is obtained                                       | 1                 | 2        | 3        | 4     | 5              |
| <b>Q28:</b> My devotion to work can                                                        | 1                 | 2        | 3        | 4     | 5              |



|                                                                   |   |   |   |   |   |
|-------------------------------------------------------------------|---|---|---|---|---|
| gain reasonable reward                                            |   |   |   |   |   |
| <b>Q29:</b> The organization provides a good staff benefit scheme | 1 | 2 | 3 | 4 | 5 |

#### 4. Stability and Freedom

| Questions                                                                                       | Strongly disagree | Disagree | Moderate | Agree | Strongly agree |
|-------------------------------------------------------------------------------------------------|-------------------|----------|----------|-------|----------------|
| <b>Q30:</b> My working hours fully correlated with my living schedule.                          | 1                 | 2        | 3        | 4     | 5              |
| <b>Q31:</b> I can be engaged in a full range of work without tedious.                           | 1                 | 2        | 3        | 4     | 5              |
| <b>Q32:</b> My work does not have a deal with many complicated or alternatively trivial things. | 1                 | 2        | 3        | 4     | 5              |
| <b>Q33:</b> In this organization worries and anxiety derived from work can be avoided.          | 1                 | 2        | 3        | 4     | 5              |
| <b>Q34:</b> I often feel stressful while I am working.                                          | 1                 | 2        | 3        | 4     | 5              |
| <b>Q35:</b> I often need to worry about job affairs after work                                  | 1                 | 2        | 3        | 4     | 5              |
| <b>Q36:</b> I feel my job is secure                                                             | 1                 | 2        | 3        | 4     | 5              |

#### 5. Recreation, Health and Transport

| Questions                                                                                            | Strongly disagree | Disagree | Moderate | Agree | Strongly agree |
|------------------------------------------------------------------------------------------------------|-------------------|----------|----------|-------|----------------|
| <b>Q37:</b> The opportunities for recreation are provided by my organization.                        | 1                 | 2        | 3        | 4     | 5              |
| <b>Q38:</b> In my organization more activities or physical activities are provided.                  | 1                 | 2        | 3        | 4     | 5              |
| <b>Q39:</b> Flexible hours are provided allowing us for more personal freedom.                       | 1                 | 2        | 3        | 4     | 5              |
| <b>Q40:</b> Longer annual vacation is provided, enabling the individual to pursue leisure activities | 1                 | 2        | 3        | 4     | 5              |

|                                                                              |   |   |   |   |   |
|------------------------------------------------------------------------------|---|---|---|---|---|
| <b>Q41:</b> My workplace provides a healthy working environment.             | 1 | 2 | 3 | 4 | 5 |
| <b>Q42:</b> My workplace is close to my home and easily accessible.          | 1 | 2 | 3 | 4 | 5 |
| <b>Q43:</b> I can avoid traffic congestion while going to or back from work. | 1 | 2 | 3 | 4 | 5 |

### C. Job Involvement

The statements below represent items of Job Involvement (JI) among employees in achieving the UAE Strategic Plan and Vision Mission 2023.

Please tick (✓) in the related box to show your numerical rating of each of the following statements that represent your personal choice.

| Qualitative Rating | Numerical Rating |
|--------------------|------------------|
| Strongly disagree  | 1                |
| Disagree           | 2                |
| Moderate           | 3                |
| Agree              | 4                |
| Strongly agree     | 5                |

#### Job Involvement at work place:

| Questions                                                                                      | Strongly disagree | Disagree | Moderate | Agree | Strongly agree |
|------------------------------------------------------------------------------------------------|-------------------|----------|----------|-------|----------------|
| <b>Q44:</b> Job involvement is very important to me.                                           | 1                 | 2        | 3        | 4     | 5              |
| <b>Q45:</b> To me, my job is only a small part of who I am                                     | 1                 | 2        | 3        | 4     | 5              |
| <b>Q46:</b> I am very much involved personally in my job                                       | 1                 | 2        | 3        | 4     | 5              |
| <b>Q47:</b> I live, eat and breathe my job                                                     | 1                 | 2        | 3        | 4     | 5              |
| <b>Q48:</b> Most of my interests are centred around my job                                     | 1                 | 2        | 3        | 4     | 5              |
| <b>Q49:</b> I have very strong ties with my present job which would be very difficult to break | 1                 | 2        | 3        | 4     | 5              |
| <b>Q50:</b> Usually I feel detached from my job                                                | 1                 | 2        | 3        | 4     | 5              |

|                                                                  |   |   |   |   |   |
|------------------------------------------------------------------|---|---|---|---|---|
| <b>Q51:</b> Most of my personal life goals are job oriented      | 1 | 2 | 3 | 4 | 5 |
| <b>Q52:</b> I consider my job to be very central to my existence | 1 | 2 | 3 | 4 | 5 |
| <b>Q53:</b> I like to be absorbed in my job most of the time     | 1 | 2 | 3 | 4 | 5 |

#### D. Employee Commitment (EC)

The statements below represent items of Employee Commitment (EC) among employees in achieving the UAE Strategic Plan and Vision Mission 2023.

Please tick (√) in the related box to show your numerical rating of each of the following statements that represent your personal choice.

| Qualitative Rating | Numerical Rating |
|--------------------|------------------|
| Strongly disagree  | 1                |
| Disagree           | 2                |
| Moderate           | 3                |
| Agree              | 4                |
| Strongly agree     | 5                |

| Questions                                                                                                                                | Strongly disagree | Disagree | Moderate | Agree | Strongly agree |
|------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------|----------|-------|----------------|
| <b>Q54:</b> I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful | 1                 | 2        | 3        | 4     | 5              |
| <b>Q55:</b> I talk about this organization as a great organization to work for.                                                          | 1                 | 2        | 3        | 4     | 5              |
| <b>Q56:</b> I feel very little loyalty to this organization.                                                                             | 1                 | 2        | 3        | 4     | 5              |
| <b>Q57:</b> I would accept almost any type of job assignment in order to keep working for this organization.                             | 1                 | 2        | 3        | 4     | 5              |
| <b>Q58:</b> I find that my values and this organizational values are very similar.                                                       | 1                 | 2        | 3        | 4     | 5              |

|                                                                                                                  |   |   |   |   |   |
|------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| <b>Q59:</b> I am proud to tell others that I am part of this organization.                                       | 1 | 2 | 3 | 4 | 5 |
| <b>Q60:</b> I could work for a different organization as long as the type of work is similar.                    | 1 | 2 | 3 | 4 | 5 |
| <b>Q61:</b> This organization really inspires me in doing my job.                                                | 1 | 2 | 3 | 4 | 5 |
| <b>Q62:</b> It would take very little change in my present circumstances to cause me to leave this organization. | 1 | 2 | 3 | 4 | 5 |
| <b>Q63:</b> I am glad that I chose this organization to work for.                                                | 1 | 2 | 3 | 4 | 5 |
| <b>Q64:</b> Not much can be gained by lasting with this organization.                                            | 1 | 2 | 3 | 4 | 5 |
| <b>Q65:</b> Often, I find it difficult to agree with this organization's policies that related to its employees. | 1 | 2 | 3 | 4 | 5 |
| <b>Q66:</b> I really care about the fate of this organization.                                                   | 1 | 2 | 3 | 4 | 5 |
| <b>Q67:</b> For me this is the best of all possible organizations for which to work.                             | 1 | 2 | 3 | 4 | 5 |
| <b>Q68:</b> Deciding to work for this organization was a mistake.                                                | 1 | 2 | 3 | 4 | 5 |

Thank You.



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## APPENDIX C PRELIMINARIES

Outlier

Highest Mahalanobis Distance = 47.21307

Chi-square

|    |          |          |           |
|----|----------|----------|-----------|
| df | P = 0.05 | P = 0.01 | P = 0.001 |
| 67 | 87.11    | 96.83    | 108.54    |

MultiCollinaerity

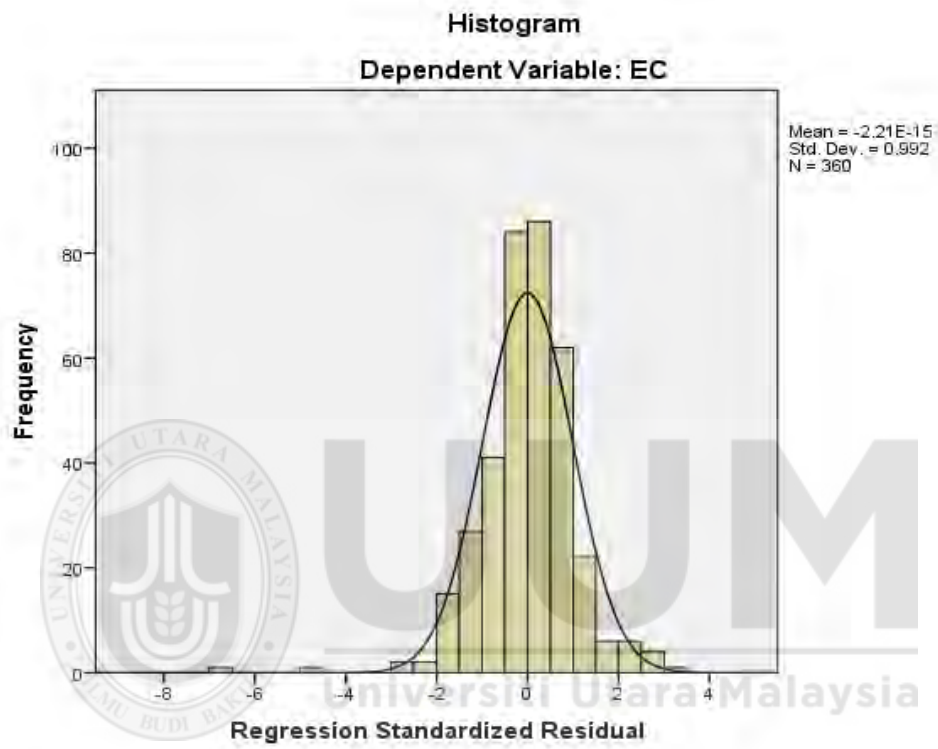
| Collinearity Statistics |           |       |                 |
|-------------------------|-----------|-------|-----------------|
|                         | Tolerance | VIF   | Condition Index |
| CG                      | .355      | 2.817 | 13.473          |
| SIW                     | .413      | 2.422 | 17.224          |
| SE                      | .330      | 3.034 | 18.892          |
| SF                      | .313      | 3.198 | 21.922          |
| RHT                     | .364      | 2.750 | 23.646          |
| JI                      | .440      | 2.274 | 26.638          |

### Correlations

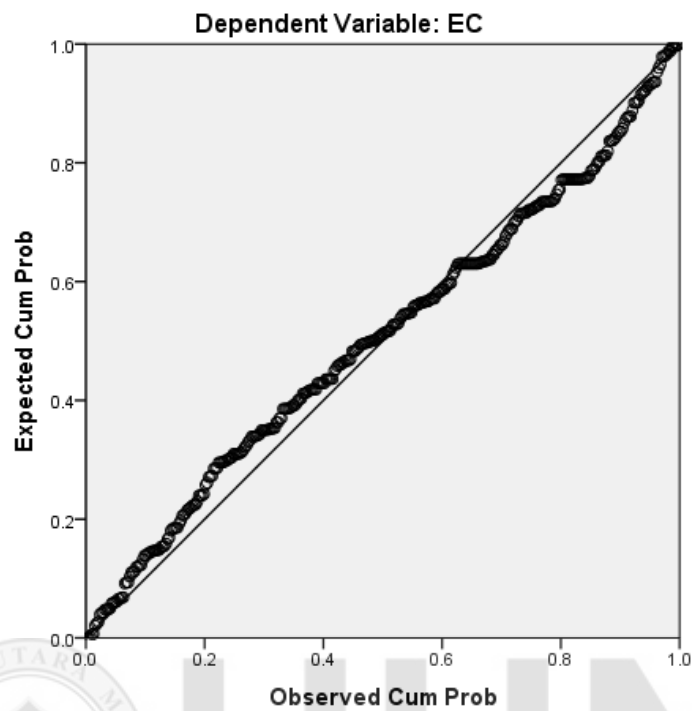
| Model |              | JI    | SE    | SIW   | RHT   | CG    | SF    |
|-------|--------------|-------|-------|-------|-------|-------|-------|
| 1     | Correlations | 1.000 |       |       |       |       |       |
|       |              | JI    | 1.000 |       |       |       |       |
|       |              | SE    | .055  | 1.000 |       |       |       |
|       |              | SIW   | -.281 | -.126 | 1.000 |       |       |
|       |              | RHT   | -.187 | -.214 | .087  | 1.000 |       |
|       |              | CG    | -.156 | -.439 | -.232 | -.158 | 1.000 |
|       |              | SF    | -.215 | -.232 | -.267 | -.395 | .038  |

a. Dependent Variable: EC

Normality



Normal P-P Plot of Regression Standardized Residual



CMV

Total Variance Explained

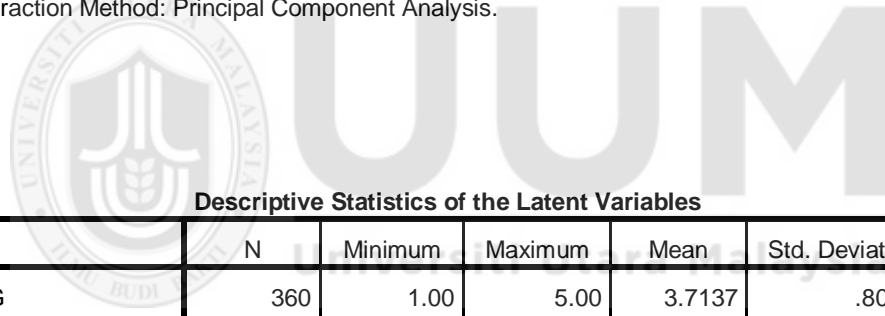
| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % |
| 1         | 28.787              | 42.334        | 42.334       | 28.787                              | 42.334        | 42.334       |
| 2         | 5.029               | 7.395         | 49.729       | 5.029                               | 7.395         | 49.729       |
| 3         | 3.874               | 5.697         | 55.425       | 3.874                               | 5.697         | 55.425       |
| 4         | 2.276               | 3.348         | 58.773       | 2.276                               | 3.348         | 58.773       |
| 5         | 2.071               | 3.045         | 61.818       | 2.071                               | 3.045         | 61.818       |
| 6         | 1.931               | 2.839         | 64.658       | 1.931                               | 2.839         | 64.658       |
| 7         | 1.674               | 2.462         | 67.120       | 1.674                               | 2.462         | 67.120       |
| 8         | 1.459               | 2.146         | 69.266       | 1.459                               | 2.146         | 69.266       |
| 9         | 1.284               | 1.888         | 71.154       | 1.284                               | 1.888         | 71.154       |
| 10        | 1.177               | 1.731         | 72.885       | 1.177                               | 1.731         | 72.885       |
| 11        | 1.013               | 1.489         | 74.374       | 1.013                               | 1.489         | 74.374       |
| 12        | .990                | 1.456         | 75.830       |                                     |               |              |
| 13        | .864                | 1.271         | 77.101       |                                     |               |              |
| 14        | .845                | 1.243         | 78.345       |                                     |               |              |
| 15        | .739                | 1.087         | 79.432       |                                     |               |              |



|    |      |       |        |  |  |
|----|------|-------|--------|--|--|
| 16 | .699 | 1.028 | 80.460 |  |  |
| 17 | .667 | .980  | 81.440 |  |  |
| 18 | .633 | .931  | 82.372 |  |  |
| 19 | .594 | .873  | 83.245 |  |  |
| 20 | .551 | .811  | 84.056 |  |  |
| 21 | .521 | .767  | 84.823 |  |  |
| 22 | .509 | .749  | 85.572 |  |  |
| 23 | .487 | .717  | 86.288 |  |  |
| 24 | .477 | .702  | 86.990 |  |  |
| 25 | .434 | .639  | 87.629 |  |  |
| 26 | .431 | .634  | 88.263 |  |  |
| 27 | .412 | .606  | 88.869 |  |  |
| 28 | .389 | .573  | 89.442 |  |  |
| 29 | .375 | .552  | 89.994 |  |  |
| 30 | .369 | .543  | 90.536 |  |  |
| 31 | .335 | .492  | 91.029 |  |  |
| 32 | .331 | .487  | 91.515 |  |  |
| 33 | .319 | .469  | 91.984 |  |  |
| 34 | .303 | .446  | 92.430 |  |  |
| 35 | .284 | .418  | 92.848 |  |  |
| 36 | .281 | .414  | 93.262 |  |  |
| 37 | .265 | .389  | 93.651 |  |  |
| 38 | .242 | .356  | 94.008 |  |  |
| 39 | .227 | .334  | 94.342 |  |  |
| 40 | .219 | .323  | 94.665 |  |  |
| 41 | .217 | .319  | 94.983 |  |  |
| 42 | .207 | .304  | 95.287 |  |  |
| 43 | .204 | .300  | 95.588 |  |  |
| 44 | .197 | .289  | 95.877 |  |  |
| 45 | .190 | .280  | 96.157 |  |  |
| 46 | .180 | .265  | 96.422 |  |  |
| 47 | .180 | .265  | 96.687 |  |  |
| 48 | .174 | .255  | 96.942 |  |  |
| 49 | .161 | .237  | 97.179 |  |  |
| 50 | .155 | .228  | 97.407 |  |  |
| 51 | .147 | .216  | 97.624 |  |  |
| 52 | .144 | .211  | 97.835 |  |  |
| 53 | .132 | .194  | 98.029 |  |  |

|    |      |      |         |  |  |
|----|------|------|---------|--|--|
| 54 | .126 | .186 | 98.214  |  |  |
| 55 | .121 | .178 | 98.392  |  |  |
| 56 | .118 | .174 | 98.566  |  |  |
| 57 | .106 | .155 | 98.721  |  |  |
| 58 | .101 | .149 | 98.871  |  |  |
| 59 | .096 | .141 | 99.012  |  |  |
| 60 | .092 | .135 | 99.147  |  |  |
| 61 | .087 | .128 | 99.275  |  |  |
| 62 | .082 | .121 | 99.396  |  |  |
| 63 | .079 | .117 | 99.513  |  |  |
| 64 | .078 | .115 | 99.628  |  |  |
| 65 | .071 | .105 | 99.732  |  |  |
| 66 | .066 | .097 | 99.829  |  |  |
| 67 | .065 | .095 | 99.925  |  |  |
| 68 | .051 | .075 | 100.000 |  |  |

Extraction Method: Principal Component Analysis.



**Descriptive Statistics of the Latent Variables**

|     | N   | Minimum | Maximum | Mean   | Std. Deviation |
|-----|-----|---------|---------|--------|----------------|
| CG  | 360 | 1.00    | 5.00    | 3.7137 | .80893         |
| SIW | 360 | 1.43    | 5.00    | 3.8639 | .81045         |
| SE  | 360 | 1.00    | 5.00    | 3.6333 | .90094         |
| SF  | 360 | 1.00    | 5.00    | 3.6381 | .77463         |
| RHT | 360 | 1.00    | 5.00    | 3.4909 | .93810         |
| JI  | 360 | 1.00    | 5.00    | 3.7425 | .76878         |
| EC  | 360 | 1.00    | 5.00    | 3.6069 | .71293         |



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