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**THE IMPACT OF ORGANIZATIONAL MANAGEMENT
PRACTICES ON PERFORMANCE MANAGEMENT IN THE
MINISTRY OF INTERIOR, ABU DHABI: THE MEDIATING ROLE
OF EMPLOYEE BEHAVIOUR**

OMAR EBRAHIM SAEED ALBARRAMI ALSHEHHI



**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2025**

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OMAR EBRAHIM SAEED ALBARRAMI ALSHEHHI (904329)



**A thesis submitted to the Ghazali Shafie Graduate School of Government,
Universiti Utara Malaysia in fulfilment of the requirement for the Degree of
Doctor of Philosophy**



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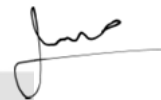
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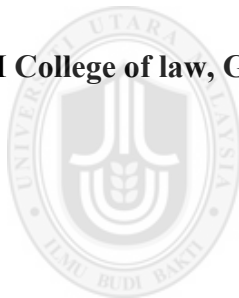
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ABSTRAK

Kajian ini meneroka kesan amalan pengurusan organisasi terhadap keberkesanan Sistem Pengurusan Prestasi (PMS) di Kementerian Dalam Negeri (MoI), Abu Dhabi, dengan penekanan khusus kepada peranan mediasi tingkah laku pekerja. Pendekatan kaedah campuran telah digunakan, di mana data dikumpul daripada 350 orang kakitangan melalui soal selidik berstruktur dan dianalisis menggunakan Pemodelan Persamaan Struktur SmartPLS (SEM). Hasil kajian menunjukkan bahawa amalan pengurusan tertentu, seperti pemerksaan, ganjaran dan pembangunan profesional, mempunyai kesan yang signifikan secara statistik ke atas kedua-dua tingkah laku kakitangan dan keberkesanan PMS. Selain itu, tingkah laku kakitangan berperanan sebagai mediator separa, sekali gus menekankan kepentingannya dalam menterjemahkan usaha pengurusan kepada hasil prestasi yang lebih baik. Dari segi teori, kajian ini menyumbang kepada literatur sedia ada dengan menggabungkan pemahaman daripada model Tuntutan-Pekerjaan & Sumber (JD-R), Teori Motivasi-Kebersihan Herzberg, Teori Penyesuaian Kerja (TWA) dan Pandangan Berasaskan Sumber (RBV). Ia memperluas kerangka PMS sedia ada dengan menonjolkan bagaimana pelbagai amalan pengurusan berinteraksi dengan tingkah laku kakitangan untuk mempengaruhi keberkesanan sistem dalam persekitaran sektor awam yang kompleks. Di sebalik sumbangan ini, kajian ini mempunyai beberapa keterbatasan. Reka bentuk keratan rentasnya menghadkan keupayaan untuk menelusuri perubahan dari semasa ke semasa, dan kebergantungan kepada data yang dilaporkan sendiri mungkin memperkenalkan bias tertentu. Kajian masa hadapan disarankan untuk menggunakan pendekatan longitudinal dan menggabungkan kaedah kualitatif bagi meneliti dinamika konteks secara lebih mendalam. Kemasukan sektor atau institusi yang lebih luas juga akan meningkatkan kebolegunaan umum dapatan kajian. Dapatan kajian ini memberikan panduan yang boleh diambil tindakan kepada pembuat dasar dan pemimpin organisasi di UAE, dengan menekankan kepentingan penjajaran antara amalan pengurusan dan keperluan kakitangan bagi memupuk budaya berprestasi tinggi. Akhirnya, kajian ini menyokong pembangunan sistem pengurusan prestasi sektor awam yang lebih adaptif dan berasaskan tingkah laku.

Kata kunci: Sistem Pengurusan Prestasi (PMS), Amalan Pengurusan Organisasi, Tingkah Laku Pekerja, Sektor Awam, Modal Insan

ABSTRACT

This study explores the impact of organizational management practices on the effectiveness of the Performance Management System (PMS) in the Ministry of Interior (MoI), Abu Dhabi, with particular emphasis on the mediating role of employee behavior. Adopting a mixed-methods approach, data were collected from 350 employees via structured questionnaires and analyzed using SmartPLS Structural Equation Modeling (SEM). The results indicate that specific management practices, such as empowerment, compensation and professional development, have a statistically significant effect on both employee behavior and PMS effectiveness. Moreover, employee behavior serves as a partial mediator, underscoring its crucial role in translating managerial efforts into improved performance outcomes. Theoretically, this research contributes to the literature by integrating insights from the Job Demands-Resources (JD-R) model, Herzberg's Motivation-Hygiene Theory, the Theory of Work Adjustment (TWA) and the Resource-Based View (RBV). It extends existing PMS frameworks by highlighting how diverse managerial practices interact with employee behavior to influence system effectiveness in complex public sector environments. Despite these contributions, the study has certain limitations. Its cross-sectional design limits the ability to track changes over time, and the reliance on self-reported data may introduce potential biases. Future studies should adopt longitudinal approaches and incorporate qualitative insights to examine contextual dynamics more deeply. Broader sectoral or institutional inclusion would also enhance generalizability. The findings offer actionable insights for policymakers and organizational leaders in the UAE, emphasizing the importance of aligning management practices with employee needs to foster a high-performance culture. Ultimately, the study supports the development of more adaptive, behaviorally informed performance systems in the public sector.

Keywords: Performance Management System (PMS), Organizational Management Practices, Employee Behavior, Public Sector, Human Capital

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Employee management techniques are essential for fostering proactive behaviors that positively influence organizational outcomes and reshape employees' perceptions. These techniques emphasize self-determined actions aimed at ensuring job effectiveness and increasing productivity (Albrecht et al., 2015; Kroell & Nüesch, 2019). Managers play a pivotal role by creating enabling conditions, such as supportive job design and supervision styles, to enhance employee performance (Wang et al., 2019). Employees who feel psychologically empowered are more likely to innovate, take initiative, and actively contribute to their workplaces, believing they can make a meaningful impact on their work environment (Liu et al., 2019). These perspectives are supported by Cooper et al. (2019), who argue that managerial practices enhance employees' sense of competence, autonomy, and purpose, resulting in improved job performance. However, despite the emphasis on empowerment, prior research has shown inconsistent relationships between management strategies and employee outcomes. Studies indicate weak correlations between supervisory support and desired behaviors, such as employee citizenship or participatory management practices (Srivastava & Dhar, 2016; Kim et al., 2020).

Additionally, process management practices aimed at improving efficiency and flexibility often face obstacles due to employee inaction or reluctance (Milstein et al., 2011). Confidential reporting systems have been implemented in some organizations to mitigate such challenges, but their effectiveness hinges on employees' willingness to voice concerns and on management's responsiveness to feedback (Mone et al., 2018). Performance management systems (PMS) have evolved significantly over time. Historically, PMS was focused on determining wages and rewards to shape employee behaviors and achieve specific outcomes (Frederiksen et al., 2020). While this reward-driven approach was impactful initially, it has become unsustainable as organizational needs have shifted towards employee development, learning, and adaptability (De Rooij et al., 2019; Tweedie et al., 2019). Recent advancements in PMS, such as talent management, management by objectives, and continuous monitoring, emphasize fostering a culture of continuous improvement (Cappelli & Tavis, 2016). These developments aim to address modern challenges like hierarchical management structures, employee disengagement, and inefficiencies in utilizing human resources (Al Shobaki et al., 2017).

The theoretical foundations underpinning PMS provide valuable insights into its interaction with organizational management practices. The Job Demands-Resources (JD-R) model highlights the need to balance job demands, such as stress and workload, with job resources like autonomy and supervisory support to enhance engagement and minimize burnout (Bakker & Demerouti, 2007). The Theory of Work Adjustment (TWA) emphasizes the importance of aligning employee needs with job demands to foster satisfaction and performance through person-environment fit (Dawis & Lofquist, 1984).

Herzberg's Motivation-Hygiene Theory further differentiates between motivators, such as recognition and growth, and hygiene factors, like salary and work conditions, which influence job satisfaction and performance (Herzberg, 1968). Lastly, the Resource-Based View (RBV) argues for leveraging human resources as a competitive advantage, linking effective PMS implementation to sustained organizational success (Barney, 1991).

In the public sector, PMS must address specific challenges such as ensuring accountability, promoting efficiency, and catering to diverse workforce needs. Unlike private organizations, where PMS primarily focuses on profitability, public sector PMS emphasizes service delivery, public satisfaction, and policy implementation (Yildiz et al., 2020). However, bureaucratic constraints, rigid structures, and perceptions of excessive monitoring often undermine the effectiveness of PMS in public organizations (Mansor et al., 2012). A performance-oriented culture, which integrates employee feedback into decision-making processes, can mitigate these challenges and foster continuous improvement (Lee, 2020). The UAE government has prioritized PMS as a cornerstone of its national development strategy, particularly through its Emiratization policy. This policy seeks to empower Emirati employees and reduce dependence on expatriates in the workforce (Thompson & Wissink, 2016). While Emiratization has significant potential for social and economic empowerment, it also introduces challenges for decision-makers, including skill gaps and cultural adjustments that affect PMS implementation (AlDhaheri et al., 2020).

The Ministry of Interior (MoI) in Abu Dhabi, as a key governmental institution, has implemented several policies to enhance PMS effectiveness. These include competency-based evaluations, continuous feedback mechanisms, and professional development initiatives aimed at fostering employee engagement.

However, the MoI faces challenges unique to its operational context, such as workforce diversity, high stress levels, and perceived fairness issues in PMS evaluations. For instance, internal reports indicate that 42% of MoI employees report high stress levels due to workload imbalances and unclear performance expectations, while 38% express dissatisfaction with the fairness of PMS evaluations (MoI HR Report, 2022). Addressing these challenges requires tailored PMS strategies that align organizational objectives with employee needs, particularly in high-pressure environments like the MoI. Future research should explore the integration of theoretical frameworks, such as JD-R and TWA, into public sector PMS to better address the contextual challenges faced by organizations like the MoI. These studies can provide actionable recommendations for improving PMS implementation, enhancing employee engagement, and achieving sustainable organizational outcomes.

1.2 Research Problem / Problem Statement

Performance Management Systems (PMS) are indispensable tools for aligning employee efforts with organizational objectives, fostering accountability, and enhancing productivity. Their importance is particularly pronounced in the Ministry of Interior (MoI) in Abu Dhabi, a key public sector institution tasked with internal security, public safety, and law enforcement. Given its critical role in ensuring societal stability, the operational efficiency of the MoI is closely tied to the effectiveness of its PMS. The Ministry's strategic goals, including those aligned with Abu Dhabi Vision 2030, depend on an effective PMS to optimize employee performance, promote accountability, and ensure efficient resource utilization. However, despite ongoing reforms, PMS implementation in the MoI faces persistent challenges due to the

organization's complex operational environment, diverse workforce, and the high-pressure nature of its responsibilities. Addressing these challenges is essential for improving employee engagement, achieving organizational objectives, and contributing to the UAE's broader public administration goals.

The actual impact of these management practices on PMS outcomes remains unclear, especially within hierarchical and security-sensitive institutions such as the MoI. Internal reports from the ministry (MoI, 2023) indicate a concerning downward trend in organizational performance, with only 67% of performance targets met in 2023, compared to 74% in 2021. Compounding this issue is a 12% decline in employee satisfaction with the performance evaluation process between 2020 and 2024, as indicated by internal staff surveys (MoI, 2024). These figures suggest a potential disconnect between strategic reforms and their practical implications on performance management and workforce engagement.

The practical challenges associated with PMS in the MoI are multifaceted. One major issue is workforce diversity, which encompasses varying roles, cultural backgrounds, and skill levels, making it difficult to standardize performance criteria and evaluation processes. As a result, many employees perceive performance evaluations as unfair, with recent internal reports indicating that 38% of employees express dissatisfaction with the fairness of evaluations (MoI HR Report, 2022). Moreover, the high-stakes nature of the MoI's operations often leads to workload imbalances and unclear performance expectations, with 42% of employees reporting stress related to these factors (MoI HR Report, 2022). Emiratization policies, which aim to integrate UAE nationals into the workforce, further complicate PMS implementation.

While these policies are crucial for national development, they introduce skill gaps and administrative challenges that strain the alignment of individual and organizational goals. Managers, in particular, face difficulties in maintaining a balance between developmental needs and operational demands, which undermines the potential of PMS to enhance employee satisfaction and organizational performance.

Theoretical insights are vital for understanding the factors that influence PMS effectiveness. This study draws upon four key theories to explore the relationship between organizational management practices and PMS outcomes. The Job Demands-Resources (JD-R) model provides a framework for examining how job demands, such as workload and stress, interact with resources like autonomy and support to influence employee engagement and productivity (Bakker & Demerouti, 2007). The Theory of Work Adjustment (TWA) emphasizes the alignment of individual needs and capabilities with job requirements, which is crucial for addressing engagement and satisfaction challenges within the MoI (Dawis & Lofquist, 1984). Herzberg's Motivation-Hygiene Theory distinguishes between motivators, such as recognition and growth, and hygiene factors, such as salary and working conditions, both of which significantly impact employee performance (Herzberg, 1968). Finally, the Resource-Based View (RBV) underscores the strategic value of leveraging unique organizational resources, such as human capital, to achieve sustained performance and competitive advantage (Barney, 1991). These theories collectively provide a robust foundation for exploring how organizational management practices, such as empowerment, stress management, and professional development, influence PMS effectiveness through their impact on employee behavior.

Despite extensive research on PMS in public sector organizations, several gaps remain, particularly in high-pressure environments like the MoI. First, there is limited empirical evidence on how organizational management practices influence PMS effectiveness in such contexts. Second, while studies have explored the relationship between employee behavior and job performance, few have examined these factors within the specific framework of public sector PMS. Third, existing theoretical models, such as JD-R and TWA, have not been fully utilized to address the unique challenges of PMS implementation in the UAE. These gaps underscore the need for further research to understand the mediating role of employee behavior in the relationship between management practices and PMS effectiveness. By addressing these gaps, this study aims to provide actionable recommendations for improving PMS implementation in the MoI, thereby enhancing employee engagement and contributing to the organization's strategic goals.

The conceptual framework for this study integrates key variables to address these research gaps. It examines the influence of organizational management practices such as empowerment, professional development, and stress management on PMS effectiveness, with employee behavior serving as a mediating factor. The framework incorporates theoretical elements from JD-R, TWA, Herzberg's Motivation-Hygiene Theory, and RBV, ensuring a comprehensive analysis of the factors affecting PMS in the MoI. By aligning practical challenges with theoretical insights, this research provides a structured approach to enhancing PMS effectiveness, addressing employee behavior challenges, and achieving sustainable organizational outcomes in the MoI and other public sector entities.

1.3 Research Questions

The aim of the research is to study the effect of an extended set of managerial practices on the effectiveness of the performance management system, taking into account employee behaviour as a mediating factor. So, in line with the research aim, the study explores the following questions:

- RQ1** What is the impact of specific management practices, such as empowerment, professional development, and stress management, on the efficiency of the Performance Management System (PMS) in the Ministry of Interior (MoI)?
- RQ2** How does employee behavior mediate the relationship between management practices and PMS efficiency in the MoI?
- RQ3** To what extent do organizational management practices address employee perceptions of fairness, workload balance, and role clarity within the PMS framework?
- RQ4** How do theoretical frameworks, such as the Job Demands-Resources (JD-R) model, Herzberg's Motivation-Hygiene Theory, and the Resource-Based View (RBV), explain the relationship between management practices, employee behavior, and PMS efficiency?
- RQ5** What are the specific gaps in the current PMS implementation at the MoI, and how can management practices be tailored to address these challenges?

1.4 Research Objective

The aim of the research is to study the effect of an extended set of managerial practices on the effectiveness of the performance management system, taking into account employee behaviour as a mediating factor. So, in line with the research aim, the study explores the following objectives:

- RO.1** To examine the impact of specific management practices such as empowerment, professional development, and stress management on the efficiency of the PMS in the MoI.
- RO.2** To analyze employee perceptions of fairness, satisfaction, and role clarity in relation to PMS implementation.
- RO.3** To explore the mediating role of employee behavior, including engagement, satisfaction, and teamwork, in the relationship between management practices and PMS efficiency.
- RO.4** To evaluate the relevance of theoretical frameworks, including the Job Demands-Resources (JD-R) model, Theory of Work Adjustment (TWA), Herzberg's Motivation-Hygiene Theory, and Resource-Based View (RBV), in explaining the relationships between management practices, employee behavior, and PMS efficiency.
- RO.5** To identify specific gaps in the current PMS implementation at the MoI and propose tailored recommendations for improving PMS effectiveness.

1.5 Research Significance

This research holds significant theoretical and practical value, particularly in addressing the challenges associated with Performance Management Systems (PMS) within the Ministry of Interior (MoI) in Abu Dhabi. As a critical public sector entity responsible for internal security, public safety, and law enforcement, the MoI operates in a high-pressure environment where effective PMS implementation is essential for aligning employee performance with organizational objectives, enhancing accountability, and promoting efficient resource utilization. Despite ongoing reforms, the MoI faces challenges such as workforce diversity, high operational demands, and the complexities introduced by Emiratization policies, which collectively hinder PMS effectiveness. By examining how specific management practices influence PMS outcomes, this research provides actionable recommendations tailored to the MoI's unique context while offering broader insights applicable to similar public sector organizations.

The practical implications of this research are particularly significant for the MoI, as the study provides strategies to address key challenges that affect PMS implementation. For instance, workforce diversity complicates the standardization of performance evaluations, leading to dissatisfaction among employees, with 38% perceiving PMS evaluations as unfair. Additionally, 42% of employees report stress due to workload imbalances and unclear performance expectations (MoI HR Report, 2022). This research highlights how management practices such as empowerment, professional development, and stress management can mitigate these challenges and improve PMS efficiency. Specific recommendations include developing targeted training programs for managers to ensure fair and transparent performance evaluations, implementing employee feedback mechanisms to address perceptions of unfairness, and adopting workload-balancing initiatives to reduce stress.

These practical strategies aim to enhance employee engagement, reduce turnover, and align PMS implementation with the MoI's strategic goals.

Beyond the MoI, the findings of this study have broader implications for similar public sector organizations operating in diverse and high-pressure environments. Public institutions in the UAE and across the Gulf Cooperation Council (GCC) countries often face challenges related to workforce localization, administrative constraints, and employee engagement. This research offers a framework for integrating employee-centric practices, such as recognition and empowerment, to improve PMS outcomes in such contexts. Additionally, it addresses the need for balancing workforce localization policies, such as Emiratization, with organizational performance objectives, providing lessons that can enhance public sector efficiency and governance.

From a theoretical perspective, this research contributes to the understanding of PMS effectiveness by integrating four foundational theories. The Job Demands-Resources (JD-R) model explores how balancing job demands, such as stress and workload, with resources, such as autonomy and professional development, can enhance engagement and reduce burnout in high-pressure environments. The Theory of Work Adjustment (TWA) emphasizes the importance of aligning individual capabilities with job demands to improve satisfaction and performance, which is particularly relevant for addressing role clarity and engagement challenges at the MoI. Herzberg's Motivation-Hygiene Theory highlights the distinction between motivators, such as recognition and achievement, and hygiene factors, such as salary and working conditions, in influencing employee perceptions of fairness and satisfaction.

The Resource-Based View (RBV) underscores the strategic importance of leveraging human resources as a source of sustained competitive advantage, with this study examining how the MoI can optimize its human capital to achieve organizational goals through effective PMS implementation. Together, these theories provide a comprehensive framework for understanding the dynamics between management practices, employee behavior, and PMS outcomes.

The broader significance of this research lies in its ability to bridge theoretical frameworks with practical challenges, offering valuable insights for public sector governance. By addressing critical gaps in the literature, such as the limited exploration of employee behavior as a mediating factor in PMS outcomes, this study contributes to the development of employee-centric management practices that foster engagement, accountability, and sustainable performance. Public institutions beyond the MoI can adopt the proposed framework to tackle challenges related to fairness, workload balance, and employee satisfaction, ensuring that PMS serves as a driver of organizational performance rather than a source of employee dissatisfaction.

1.6 Research Scope

In order to improve the performance management system among Ministry of Interior personnel in Abu Dhabi, the research attempts to investigate the effects of management techniques on employee behavior. The logical rationale for the performance management system's efficacy in the workplace suggests that the conceptual research's scope is connected to management practices, employee behavior, and the performance management system. Particular management techniques include, but are not limited to, compensation, empowerment, job appropriateness, professional development, tools, respect and recognition, teamwork, stress and workload, mission, vision, and purpose.

The nature of the data, the tools employed, and the geographical and temporal aspects must all be identified in order to fully identify the unique features of this study. The United Arab Emirates, more especially the Emirate of Abu Dhabi, is the study's geographic focus. The study is cross-sectional, which means that it is not chronologically time-spanned, and the time scale is the year 2022. All Ministry of Interior personnel, especially those employed by the Ministry of Interior in Abu Dhabi, make up the study population. The primary outcome of the research is to evaluate employee behavior and the effectiveness of the performance management system solely using a broader range of management techniques. For this study, only primary data were gathered; no secondary data from HR reports or other sources were used. The questionnaire, created especially for this investigation, is the instrument used to gather data.

1.7 Definition of key terms



In this section, some important concepts used in the perspective of this study are briefly explained.

- **Empowerment** - Empowerment in business is a managerial practice of essentially sharing power and information necessary for decision-making and owed rewards to the powers granted to employees and places them at the heart of the organization by giving them power and autonomy (Loy, 2021).
- **Compensation** - Compensation includes payments such as bonuses, profit sharing, overtime pay, recognition bonuses, and sales commission. Compensation is a vital part of human resource management, which helps encourage employees and improve organizational effectiveness (Riyanto et al., 2021).

- **Vision:** An organization's long-term goals and ideal future condition are outlined in a vision statement, which looks forward. It functions as a compass, offering a distinct picture of the organization's long-term goals. A clear and appealing vision paints a captivating image of the future for stakeholders, inspiring and motivating them (Nanus, 1992). A vision is crucial for transformation initiatives, according to Kotter (1996), as it makes decisions easier to make and explains the path.
- **Mission:** An organization's mission statement outlines its main goals and guiding principles. It outlines the organization's main goals, how it plans to get there, and the benefits it offers to its constituents. An organization's mission statement acts as a guide to ensure that decisions are made in a way that is consistent with the organization's strategic goals and fundamental values (Bart, 1997). It provides a response to the questions of the organization's current goals and purpose (Pearce & David, 1987).
- **Goal:** An organization sets and works toward a definite, quantifiable, and time-bound objective. Objectives convert the overarching vision and mission into doable, achievable benchmarks. They provide organizational activities a clear direction and emphasis, making performance measurement and progress monitoring possible (Locke & Latham, 2002). Drucker (1954) asserted that establishing specific, well-defined goals is essential to efficient management and reaching intended results.
- **Stress and Workload** - Stress and workload are work mechanisms and facilities in an organization's operations to help distribute a balanced amount of work to each team member. Recently, modern technology has enabled a more equitable and flexible distribution in terms of time and place of functional burdens (Bunjak et al., 2021).

- **Job Suitability** - Job suitability refers to a detailed and systematic process of placing employees in the right positions based on their education, competency, experience, capabilities, and behaviours. Job analysis involves the consideration of many characteristics related to duties and responsibilities or indeed several jobs at the same time such as job analysis, detailed and systematic job analysis (Prassl, 2018).
- **Professional Development** - Professional development refers to ongoing education and on-the-job training to assist them grow their careers, acquire new abilities, and keep current with their job obligations (Chen et al., 2021).
- **Tools** - Tools are work systems and facilities that assist employees in performing their work. It includes physical components such as the workplace, office, computers, network services, the Internet, and intangible components such as systems, policies, software, procedures, and available information (Pachura, 2020).
- **Respect and Recognition** - Respect and recognition at work is linked to a psychological impact on the employee and may be in a physical or moral form as a result of the employee's distinguished performance. Where it can be in the form of a public verbal or written praise for the employee, or in the form of a material or service reward for the employee (Orchard, 2019).
- **Team Work** – Team work involves creating connections, collaborating with others utilizing a variety of abilities, and providing ideas, proposals, and effort in order to achieve work goals. It may also refer to group integrated work or cooperative work between individuals (Suartha et al., 2017).
- **Performance Management System (PMS):** Performance management is the methodical process by which the Human Resources Department includes its staff members as both individuals and components of an integrated system with the goal of achieving objectivity and transparency in the assessment of each person's performance

as well as knowledge of tasks, accomplishments, and level of accomplishment at any given time (Course, 2017). Numerous essential HR tasks are included in performance management, including ongoing progress reviews, real-time performance reviews, open communication, employee training to enhance performance, acknowledging accomplishments, rewarding better performance, and goal alignment (Liebler, 2019).

- **Employee's Behaviour** - This study defines the conduct of the employee as that of an employee who is not necessarily recognized or accepted by the institution, as a means by which employees express satisfaction or otherwise with regard to the work or inaction of the organization (Meynhardt et al., 2020).

1.8 Research structure

The context of this study consists of five chapters as follows:

- **Chapter One:** It is the introduction and provides an overview of the entire study, and briefly presents the subject of the study, its nature and composition. The chapter also includes a statement of the research problem, research questions, research objectives, scope of the study, the importance of the study and the organization of the study.
- **Chapter Two:** It is a review of previous studies and includes a discussion of relevant studies on the variables of the study by presenting the arguments of previous studies and compiling those arguments to be able to put this study into a set of interrelated knowledge. It also includes a discussion of the study's theoretical framework and related theories. This provides the basis for hypothesis development.

- **Chapter Three:** It is the research methodology for this study. The chapter provides a comprehensive discussion about the research design, the study population, samples, data collection procedures, and tools used in data collection and data analysis.
- **Chapter Four:** This chapter includes analysis and results. Where the statistical package for the social sciences (SPSS) and SmartPLS-SEM are used in the statistical analyses, and then a descriptive discussion of the results is conducted in order to evaluate the proposed hypotheses for the study.
- **Chapter Five:** This chapter is the discussions and conclusions where the results of this study are discussed. The chapter also presents the contributions of the study from the perspective of theory, methodology and practice. Finally, the limitations of this study are revealed and suggestions for further studies are made.

1.9 Summary

Previous studies indicated the need to identify and measure a broader set of organizational management practices in order to gain a deeper understanding of employee behaviour. The studies also did not measure the effect of employee behaviour on the efficiency of the performance management system. In addition, everyone agrees on the importance of the efficiency of the performance management system in order to develop an expanded conceptual framework related to organizational management practices. In practice, the UAE is greatly concerned with developing its human cadres, but the empirical studies on evaluating the UAE experience, especially in terms of employee behaviour and the efficiency of the performance management system, did not occur, which calls for this study to develop an expanded conceptual framework and hypotheses related to the causes of employee behaviour and the efficiency of the

performance management system And its experimental study in the Ministry of Interior in the United Arab Emirates. The general objective of the research is to study the effect of an expanded set of managerial practices on the effectiveness of the management system, taking into account employee behaviour as an intermediary factor. In line with the research objective, the study examines a set of objectives. First, identify the organizational management practices that affect the efficiency of the performance management system and the behaviour of employees. Second, a study of the impact of organizational administrative practices on the efficiency of the performance management system at the Ministry of Interior in Abu Dhabi. Third, a study of the impact of organizational administrative practices on employee behaviour at the Ministry of Interior in Abu Dhabi. Fourth, measure the impact of employee behaviour as a mediator between organizational management practices and the efficiency of the performance management system in the Ministry of Interior in Abu Dhabi. Fifth, measuring the opinions and evaluations of Emirati employees regarding organizational management practices, their behaviour as employees, and the efficiency of the performance management system at the Ministry of Interior in Abu Dhabi.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The field of study, which is the United Arab Emirates and its cultural features, the UAE's advanced education system, organizational settlement policies, and theories like Job Demands-Resources, Theory of Work Adjustment, Herzberg's Motivation-Hygiene Theory, and Resource-based View (RBV) are all presented in this chapter along with a number of other studies and literature that are relevant to the study's concepts. The theoretical structure aims to enhance the performance management system by analyzing the effects of management practices on employee behavior. This includes aspects like empowerment, compensation, vision, mission, and goal; stress and workloads; job suitability; professional development; tools; respect and recognition; and teamwork, with varying relationships to Abu Dhabi Ministry of Interior employees.

2.2 Study Area (United Arab Emirates)

This study is being implemented empirically in the UAE, so provide basic information about the UAE, The cultural characteristics, the education system, and the employment characteristics.

2.2.1 Initiation of the United Arab Emirates

As British soldiers left the area in 1971 and 1972, seven sheikhdoms on the northeastern horn of the Arabian Peninsula united to become the United Arab Emirates (UAE). With the exception of a few policy areas specified in each emirate's constitution for federal authority, each was granted a great deal of autonomy within the loose confederation (Waxin & Bateman, 2016). Despite having one of the most advanced economies in the Middle East, the United Arab Emirates is classified as a high-income developing nation by Shirazi et al. (2009). The vast deposits of gas and oil that the new country had, primarily in Abu Dhabi, enabled the rapid expansion of infrastructure and public services throughout the whole country (Sharpley, 2002). Dubai built on its historical role as a commercial center to the north by investing heavily in first-rate ports and airports. But it also made use of these benefits to make Dubai a well-liked vacation spot and a growing center for financial services (Waxin & Bateman, 2016). "A pattern of planned deployments and activities intended to enable an organization to achieve its goals" is what strategic human resources management is, according to Chang (2019). "Organizationally relevant capabilities of groups and individuals" is the definition of human resources (Porter et al., 2019).

The UAE Constitution specifically mandates that the national government "endeavour to ensure that employment is available for citizens and to train them so that they are prepared for it," according to Waxin and Bateman (2016). As to Waxin and Bateman (2016), the first of seven strategic enablers identified in UAE Vision: 2021 is "skilled human capital," which is consistent with HR's role of "building strategic capabilities" to achieve strategic goals. It is clear that effective human resources management is crucial to the United Arab Emirates (UAE) and the greater Gulf Cooperation Council (GCC) achieving organizational and national goals in the social and economic spheres

(Jackson & Michie, 2017). The lack of academic research on HRM in the Gulf nations in particular and the Arab world at large is noted by Hawkins et al. (2019). The region's difficulties in accessing reliable data and conducting research may make this deficit worse (Darwish & Fattaah, 2020).

2.2.2 Ministry of Interior (MoI) in Abu Dhabi, Establishment and Development

The Ministry of Interior (MoI) in Abu Dhabi, established in 1971, is a cornerstone institution tasked with ensuring public safety, internal security, and law enforcement in the UAE. Since its inception, the Ministry has evolved significantly to adapt to the rapid socio-economic development of the UAE and to align with the strategic objectives outlined in national frameworks such as Abu Dhabi Vision 2030. Initially focused on basic law enforcement, the MoI has progressively expanded its scope, integrating modern technology and innovative strategies to enhance operational efficiency and public service delivery (Sharples, 2002; Waxin & Bateman, 2016). Over the decades, the Ministry has developed specialized departments to address emerging challenges, including cybersecurity, counter-terrorism, and community policing. This evolution reflects the UAE's broader commitment to governance excellence and its aim to position itself as a leader in global security and public administration (Darwish & Fattaah, 2020).

The MoI has implemented a range of organizational practices aimed at fostering high performance and employee engagement. One of the key practices is empowerment, where the Ministry prioritizes delegating decision-making authority and providing access to the necessary resources for employees to perform their roles effectively. These empowerment initiatives aim to enhance autonomy, motivation, and innovation among employees, aligning with broader public sector reforms in the UAE (Mupanemunda, 2020; Bauwens et al., 2019).

Another critical focus is professional development, where the Ministry organizes continuous training programs and workshops to improve employees' technical skills and leadership capabilities. The MoI collaborates with both local and international institutions to provide certifications and advanced learning opportunities tailored to the needs of its workforce (Chen et al., 2021). Additionally, the MoI actively promotes teamwork as a core organizational value. Collaborative projects, interdepartmental committees, and task forces are established to foster coordination and ensure seamless operations across its multiple departments, particularly given the diversity of its workforce (Suartha et al., 2017).

Employee behavior plays a pivotal role in determining the effectiveness of the Ministry's performance management system (PMS). Despite the Ministry's emphasis on empowerment and professional development, employees face significant challenges in a high-pressure environment. Engagement and satisfaction levels are often impacted by workload imbalances and unclear performance expectations. Psychological empowerment and recognition are critical factors that foster proactive behaviors and job satisfaction within the Ministry. However, barriers such as perceived unfairness in performance evaluations and limited career advancement opportunities undermine these efforts (Albrecht et al., 2015).

An internal report by the Ministry in 2022 revealed critical statistics regarding employee behavior. For instance, 42% of employees reported experiencing high stress levels due to workload imbalances and unclear expectations. Similarly, 38% of employees expressed dissatisfaction with the fairness and transparency of performance evaluations. These findings highlight the importance of addressing employee behavior

challenges as a means of improving organizational performance (MoI HR Report, 2022).

Despite significant advancements in its organizational practices, the Ministry faces persistent challenges and gaps in its performance management system (PMS). One of the key issues is dissatisfaction with performance evaluations, as many employees perceive the evaluation process as lacking transparency and fairness. This issue is particularly pronounced in the context of workforce diversity and Emiratization policies. The overrepresentation of Emiratis in managerial roles sometimes creates perceptions of bias, particularly among expatriate employees, further exacerbating dissatisfaction (Waxin & Bateman, 2016).

Another critical challenge is the high stress levels experienced by employees, particularly in high-stakes departments such as counter-terrorism and emergency response. Elevated stress levels due to workload imbalances negatively affect employee well-being and productivity (MoI HR Report, 2022). Additionally, role clarity and workload distribution remain problematic within the Ministry. The complexity of its operations often leads to ambiguities in role definitions and uneven distribution of responsibilities, which lower morale and operational efficiency (Bakker & Demerouti, 2007). Finally, the Ministry faces skill gaps and professional growth limitations, despite its significant investments in training programs. These gaps are particularly evident in aligning professional development initiatives with the evolving needs of specific roles. Furthermore, the reliance on expatriates for specialized skills underscores the need to enhance localization efforts under the Emiratization policy (Pinnington et al., 2018).

2.3 Underpinning Theories

Four theories contribute to model design and relationships: The JD-R model, Theory of Work Adjustment (TWA), Herzberg's Motivation-Hygiene Theory, and Resource-Based View Model (RBV).

2.3.1 Job Demands-Resources Model

The Job Demands-Resources (JD-R) model continues to serve as a comprehensive framework for understanding how job demands (e.g., workload, stressors) and resources (e.g., empowerment, professional development) interact to influence employee well-being and performance. Recent empirical studies have expanded its application to diverse and dynamic workplaces, including hybrid work environments and culturally diverse organizations. Lesener, Gusy, and Wolter (2018) conducted a meta-analytic review of longitudinal studies, highlighting the JD-R model's efficacy in predicting employee engagement and reducing burnout across various industries. Their findings emphasize the significance of maintaining a balance between job demands and resources to improve organizational outcomes over time. More recently, Li et al. (2022) extended the JD-R model by integrating objective and subjective job demands and resources in a multilevel framework. Their study revealed that organizations must align employee perceptions of resources with actual job conditions to maximize engagement and performance, an approach particularly relevant in the Ministry of Interior (MoI) where workforce diversity necessitates personalized interventions.

Ramaci et al. (2024) tested the JD-R model in the context of Italian oncology nurses, demonstrating how perceived organizational support moderated the impact of job demands on outcomes such as job satisfaction and mental health. This finding underscores the importance of supportive management practices, a key variable in this study's conceptual framework, in mitigating the adverse effects of high job demands.

Within the MoI, similar principles can be applied to reduce employee stress and enhance PMS effectiveness. The JD-R model provides a solid foundation for understanding the interplay between job demands and resources in shaping employee engagement and behavior. This study applies the model to examine how stress management and empowerment improve PMS outcomes, but the theory's limited attention to cultural and contextual nuances highlights the need for integration with other frameworks.

2.3.2 Theory of Work Adjustment (TWA)

The Theory of Work Adjustment (TWA) focuses on the alignment between employee skills and job requirements, emphasizing person-environment fit as a determinant of satisfaction and performance. Recent research has advanced the application of this theory in public administration and dynamic organizational contexts. Altalhi (2021) conducted a systematic review of human resource management strategies, identifying job embeddedness and organizational commitment as critical mediators in the relationship between work adjustment and employee performance. The findings suggest that aligning job roles with individual competencies fosters commitment and reduces turnover, offering valuable insights for the MoI in addressing challenges related to workforce diversity and Emiratization policies.

Additionally, Ramaci et al. (2024) identified perceived organizational support as a moderating factor in the relationship between job demands and outcomes, reinforcing the TWA's emphasis on the need for organizational alignment to enhance employee satisfaction and performance. These findings are particularly relevant for the MoI, where role clarity and workload distribution remain persistent challenges. The TWA highlights the significance of person-environment fit in improving employee satisfaction and engagement. This study employs the TWA to investigate how job

suitability and recognition influence PMS effectiveness, though its static nature necessitates complementing it with more dynamic theories.

2.3.3 Herzberg's Motivation-Hygiene Theory

Herzberg's Motivation-Hygiene Theory remains a critical framework for understanding the dual influences of intrinsic motivators (e.g., recognition, professional growth) and hygiene factors (e.g., compensation, working conditions) on employee satisfaction and performance. Recent research has extended its applicability to public sector environments and culturally diverse settings. Alsakarneh et al. (2024) investigated the mediating role of employee engagement in the relationship between human resource management practices and organizational performance. Their findings confirmed that effective motivators, such as empowerment and professional development, significantly enhance employee engagement, which is crucial for improving PMS effectiveness. These results align with Herzberg's theory by emphasizing the necessity of addressing both motivators and hygiene factors to achieve sustainable organizational outcomes.

In the context of culturally diverse organizations like the MoI, Herzberg's model helps explain how recognition and compensation interact to influence employee satisfaction. However, recent studies suggest that traditional motivator-hygiene distinctions may oversimplify these dynamics, particularly in multi-ethnic workplaces where individual motivators can vary significantly. This highlights the need for culturally adaptive practices within the PMS framework. Herzberg's theory provides valuable insights into the role of intrinsic and extrinsic motivators in shaping employee behavior and satisfaction. This study applies the theory to analyze the impact of recognition, compensation, and professional development on PMS outcomes, though its simplicity necessitates integration with more comprehensive models.

2.3.4 Resource-based View (RBV)

The Resource-Based View (RBV) underscores the strategic importance of leveraging internal resources, including human capital, to achieve a competitive advantage. Recent empirical studies have expanded on this theory to include the mediating role of employee behavior in linking resource optimization with organizational outcomes. Almahairah et al. (2023) explored the mediating effects of employee behavior on the relationship between strategic human resource management practices and organizational performance in Jordanian telecommunication companies. Their study revealed that investing in human capital development, such as training and professional development, directly enhances employee behavior, which in turn improves organizational performance. This aligns with the RBV's emphasis on human capital as a critical resource and highlights its applicability to the MoI's context, where workforce development is pivotal for achieving strategic objectives.

Nduati (2022) further examined employee performance management practices and their impact on organizational effectiveness. The study emphasized that aligning resource allocation with employee needs enhances engagement and productivity, offering insights for the MoI to optimize its human capital strategies through targeted PMS improvements. The RBV underscores the importance of leveraging human resources as a strategic asset for organizational success. This study utilizes RBV to explore how training and resource allocation enhance PMS effectiveness, though its limited focus on individual-level dynamics necessitates integration with behavioral theories.

2.3.5 Strengths and Weaknesses of Theories

The four foundational theories used in this study Job Demands-Resources (JD-R) model, Theory of Work Adjustment (TWA), Herzberg's Motivation-Hygiene Theory, and Resource-Based View (RBV) each bring unique strengths and limitations when applied to understanding the relationships between management practices, employee behavior, and PMS effectiveness. A detailed discussion of these strengths and weaknesses follows. The Job Demands-Resources (JD-R) model is particularly strong in its ability to comprehensively balance job demands and resources. It highlights how excessive job demands, such as high stress and workloads, can negatively affect employee engagement, while sufficient resources, such as professional development opportunities and empowerment, can mitigate these effects and enhance performance (Bakker & Demerouti, 2007). This model's relevance to PMS effectiveness lies in its capacity to explain how management practices like stress management and the provision of tools influence employee behavior. However, a key limitation of the JD-R model is its inadequate consideration of long-term adaptability and cultural factors. For instance, in the Ministry of Interior (MoI) in Abu Dhabi, workforce diversity and the unique cultural context of the UAE add layers of complexity that the JD-R model does not fully address (Waxin & Bateman, 2016).

The Theory of Work Adjustment (TWA) offers valuable insights into the alignment of employee needs and organizational requirements, emphasizing the importance of person-environment fit. This alignment is critical in ensuring employee satisfaction and optimal performance, making the TWA highly applicable to management practices such as job suitability and respect (Dawis & Lofquist, 1984). The theory effectively supports PMS frameworks by explaining how tailoring roles to employees' skills and competencies can lead to enhanced engagement and satisfaction. However, the TWA

assumes relatively static relationships between employees and their work environments, limiting its applicability in dynamic and high-pressure organizations like the MoI, where evolving demands and operational shifts are common. This static nature reduces its ability to address rapidly changing job roles or organizational goals.

Herzberg's Motivation-Hygiene Theory provides a nuanced understanding of how intrinsic motivators (e.g., recognition and professional growth) and hygiene factors (e.g., salary and working conditions) influence employee satisfaction and behavior (Herzberg, 1968). The theory is particularly valuable in explaining the dual impact of these factors on PMS effectiveness, highlighting how motivators like recognition can improve engagement while hygiene factors address dissatisfaction. However, Herzberg's binary classification of motivators and hygiene factors can oversimplify the complexities of employee behavior, especially in the culturally diverse context of the MoI. For instance, the diverse expectations of Emirati and expatriate employees may not fit neatly into the motivator-hygiene framework, suggesting the need for additional theoretical support to address these nuances (Darwish & Fattaah, 2020).

The Resource-Based View (RBV) emphasizes the strategic role of internal resources, such as human capital and organizational tools, in achieving sustainable competitive advantage (Barney, 1991). The theory aligns closely with the goals of the MoI, where resources like training programs and advanced tools play a pivotal role in enhancing PMS effectiveness. RBV's focus on leveraging resources to improve organizational outcomes provides a robust foundation for examining how management practices influence employee behavior and performance. However, the RBV's focus on organizational-level strategies often overlooks the dynamic and evolving nature of individual employee behavior, which is central to this study. While the theory

highlights the importance of resources, it does not adequately address how employee engagement or satisfaction can dynamically influence the success of these resources.

The JD-R model, TWA, Herzberg's Motivation-Hygiene Theory, and RBV collectively provide a strong theoretical foundation for understanding the factors that influence PMS effectiveness. However, their individual limitations, such as the JD-R model's lack of cultural consideration, the TWA's static perspective, Herzberg's oversimplification of behavioral complexities, and RBV's limited focus on individual dynamics, necessitate an integrative approach. By combining these theories, this study addresses their weaknesses while leveraging their collective strengths to develop a comprehensive framework suited to the unique context of the MoI in Abu Dhabi.

2.3.6 Justification for a New Conceptual Framework

While the Job Demands-Resources (JD-R) model, Theory of Work Adjustment (TWA), Herzberg's Motivation-Hygiene Theory, and Resource-Based View (RBV) each offer valuable insights into understanding the relationships between management practices, employee behavior, and performance management system (PMS) effectiveness, their individual limitations highlight the need for a new integrative conceptual framework. These theories, when combined, can address the unique organizational, cultural, and operational complexities of the Ministry of Interior (MoI) in Abu Dhabi. The JD-R model provides a robust foundation for balancing job demands, such as workload and stress, with resources, such as empowerment and professional development, to enhance employee engagement and reduce burnout (Bakker & Demerouti, 2007). However, its limited consideration of cultural and contextual factors, particularly in a diverse workforce like that of the MoI, restricts its applicability. Similarly, TWA emphasizes the critical role of aligning employee skills and job requirements for satisfaction and performance (Dawis & Lofquist, 1984). While this theory is instrumental in explaining

how job suitability impacts employee behavior, its static view of the work environment does not accommodate the dynamic and rapidly changing demands faced by MoI personnel.

Herzberg's Motivation-Hygiene Theory further contributes by distinguishing between motivators, such as recognition and professional development, and hygiene factors, like compensation and working conditions (Herzberg, 1968). This distinction is particularly relevant in identifying factors that influence employee satisfaction and dissatisfaction. However, the binary classification of job factors oversimplifies the complex dynamics of employee behavior, particularly in culturally diverse settings where intrinsic and extrinsic motivators may interact differently. On the other hand, RBV highlights the strategic importance of leveraging human capital and organizational resources to achieve sustainable competitive advantages (Barney, 1991). Despite its strength in emphasizing resource optimization, RBV overlooks the dynamic nature of individual employee behavior and its role in mediating organizational outcomes.

By integrating the strengths of these theories, the new conceptual framework addresses their limitations while providing a comprehensive understanding of the factors influencing PMS effectiveness in the MoI. The framework incorporates the JD-R model to balance job demands and resources, TWA to ensure alignment between employee skills and organizational needs, Herzberg's theory to address intrinsic and extrinsic motivators, and RBV to emphasize the strategic utilization of resources. This integrative approach enables a more holistic exploration of how management practices, such as stress management, empowerment, and professional development, influence employee behavior and mediate the effectiveness of PMS. The development of this framework is particularly justified in the context of the MoI, where unique challenges, such as workforce diversity, Emiratization policies, and high operational demands,

necessitate a tailored approach. By bridging theoretical insights with practical applications, the new framework not only addresses the gaps in existing models but also offers actionable recommendations to improve employee engagement, satisfaction, and PMS outcomes in the MoI and similar public sector organizations.

2.4 Organisational Managerial Practices

This particular study tests the effects of management practices on employee's behaviour to enhance the performance management system. Those practices include empowerment, compensation, mission vision and goal, stress and workloads, job suitability, professional development, tools, respect and recognition, and teamwork.

2.4.1 Empowerment

Employee empowerment, according to Mertens and Recker (2020), is the process by which businesses give their employees a degree of autonomy and control over their daily duties. Employee empowerment starts with providing workers with the tools they need to make important decisions and helping to ensure that those decisions are correct (Mupanemunda, 2020). A high level of employee empowerment will create a pleasant work atmosphere where employees can complete tasks with help and won't be frightened to make errors because they will always be under supervision (Hanaysha & Tahir, 2016). However, as noted by Bauwens et al. (2019), this type of behavior will eventually result in good behavior and a more effective performance management system.

Organizational scholars have historically concentrated on empowering management methods, such as transferring decision-making authority from upper to lower levels of the company and giving those at lower levels of the organization more access to resources and knowledge (Hulshof et al., 2020). The idea of empowerment has several facets. Following extensive investigation, they characterized it as enhanced task

motivation that materialized in four conditions: impact, competence, meaning, and self-determination (Markwart et al., 2020). According to Cheema et al. (2020), meaning is when attitudes, values, and behaviors align with the demands of a professional role. Making decisions regarding work techniques, pace, and effort are examples of how self-determination displays autonomy in the beginning and continuance of work behaviors and processes (Yusof et al., 2019).

The extent to which a person may affect operational, administrative, or strategic results at work is known as their impact (Muduli, 2017). The overall level of perceived empowerment will be diminished, but not entirely eliminated, if any one dimension is absent (Offergelt et al., 2019). It is thus believed that empowerment is a combination of cognitions influenced by the work environment rather than a persistent personality feature that is applicable in all contexts (Kebriyai et al., 2016). According to George and Zakkariya (2018), empowerment therefore represents the constant ups and downs in people's self-perceptions in connection to their work situations. People might be perceived as more or less empowered rather than as empowered or not empowered since empowerment is a continuous variable (Lee et al., 2018).

Employee empowerment is a concept exclusive to the workplace and not a universal one that can be applied to all positions and circumstances in life (Das & Maharana, 2016). Employee empowerment is described as "the act of giving employees at all levels the authority and responsibility to make decisions on their own" (Abualoush et al., 2018). The purpose of the organizational culture is to create a conducive atmosphere for this to occur (Elsbach & Stigliani, 2018). In the service sector, managerial interest in employee empowerment has been linked to obtaining a competitive edge through enhancements in service quality (Ukil, 2016). To understand more about the theory and

practice of empowerment, it is important to examine the various topic groups inside the service organization (Ciulla, 2020).

Organizational policies, methods, and structures that provide workers more freedom to decide for themselves and exercise influence over their job are referred to as structural empowerment (Hassi, 2019). According to Dahou and Hacini (2018), the structural dimension of empowerment sees empowerment in terms of a power redistribution paradigm in which cooperation and trust are produced by power equality. Scholars have recognized as empowering organizational practices and structures that transfer power via the development of knowledge and skills, information access, resources, support, and accountability (Wahid et al., 2017). Other organizational structures that foster empowerment include those that provide information access, support, job-related resources, and development and learning opportunities (Boamah et al., 2017).

In contrast, employees with strong networks with peers, superiors, and other organizational members are recognized as having informal power with the increased access to empowering structures (Valdez et al., 2019). Jobs that provide discretion and are central to the organizational purpose help employees to gain access to these empowering structures and are the sources of formal power that empowerment results from decentralization, a flattening of hierarchy, and increased employee participation (Mumin, 2019). The substance of psychological empowerment includes determining the primary aspects of empowerment, the rationale behind implementing such a practice, and the variables that facilitate it (Kang et al., 2017).

Employee empowerment is a crucial component that propels the success and expansion of any business. It suggests that ongoing education and training, giving employees more participation rights, and giving them decision-making authority are the factors that impact empowerment initiatives (Dahou & Hacini, 2018). Transformational leadership

has a role in predicting the self-reported empowerment of subordinates and suggests that a team will function more effectively the more empowered its members are (Eftekharly et al., 2014).

2.4.2 Compensation

The company's most valuable resource is its human capital, which includes its employees. Without human capital, financial capital has no value (Hilorme et al., 2019). Pay and job security have continuously been the two aspects of work satisfaction that employees value the most (Ramli, 2019). Attractive compensation packages will be one tactic used by businesses vying for talent to attract and keep the best workers as the hiring rate rises and the economy continues to improve (Wong et al., 2017). As it stands, compensation is a complicated subject that greatly affects organizational performance. To be successful, an organization must recognize that its people are its most important source of improvement rather than capital investments, keeping in mind that people are the organization's most important asset (Al Mamun & Hasan, 2017). According to Landry et al. (2017), compensation in this study refers to all material and immaterial benefits that an employee receives from their employer during their job relationship.

According to Gori and Topino (2020), the compensation may serve a number of functions, including aiding in hiring, work performance, and job happiness. In the organized sector, compensation may be considered the "glue" that holds the employer and employee together. This is further institutionalized in the form of a legally enforceable contract that outlines specific terms (George et al., 2016). One more significant form of compensation scheme for employees is appropriate awards and perks (Sudiardhita et al., 2018). Most employees find that receiving the appropriate compensation is a motivating element in and of itself, with other aspects like job

satisfaction and fulfillment at the top of the pyramid and compensation at the medium to lower ranks (Khoza, 2019).

Workers' compensation has a significant impact on their sense of security and comfort at work; it gives them a sense of safety and security (Senthanar et al., 2020). Aside from the positive reputation that the firms' compensation systems foster, employees will have less fear (Waeraas & Dahle, 2019). Employee effectiveness, satisfaction, and engagement will all increase as a result of this atmosphere being created for them (Meynhardt et al., 2020). This will ultimately result in employees contributing to the performance management process more effectively, which will improve the PMS (Ukko & Saunila, 2020). Pay is the total amount of material and immaterial benefits that a person receives from their company during their job (Saif & Siddiqui, 2019). According to Amrutha and Geetha (2020), the Society for Human Resource Management defines compensation as a methodical process that involves offering employees monetary value in return for their labor.

Total reward (also known as compensation) definitions typically include not only traditional, quantifiable elements like salary, variable pay, and benefits, but also more ethereal, non-cash elements like opportunities for career advancement, learning and development, the intrinsic motivation that comes from the work itself, and the organization's provision of a high-quality work environment (Ducie, 2019). Direct and indirect types of compensation make up the two main goals of the compensation program design (Prasetio et al., 2019). While indirect compensation refers to the perks that employee receives from their employment, direct compensation deals with wages and/or salaries (Karacetin, 2019).

The purpose of compensation is to combine the two into a package that will support the accomplishment of an organization's objective (Kusuma et al., 2019). Concerns about

wage and/or pay programs and structures resulting from job descriptions, merit-based programs, bonus-based programs, and commission-based programs are all included in the compensation (Oyetakin et al., 2020). However, benefits usually relate to things like employee stock ownership programs, health, life, and disability insurance, retirement plans, and vacation time (Milligan & Schirle, 2019). They contain provisions for employees that are not technically compensated, including yearly holidays, and aspects of compensation in addition to the many types of financial pay (Douglas, 2020).

2.4.3 Vision, Mission and Goal

A clear, succinct, and unmistakable vision, mission, and aim are essential (Grimm et al., 2020). Another essential component of strategic planning is vision statements (Carmichael & O'Brien, 2020). According to Taiwo et al. (2016), the vision concentrates on the unknown to identify the future that combines the realities of the present with aspirations, dreams, dangers, and chances. The long-term objectives of the company are referred to as the vision in business management, and this vision governs and directs future business activities (Preller et al., 2020). According to Schneider and Lösch (2019), a company's vision communicates its intended future state and outlines the amount of success it hopes to achieve. A company with a clear vision is better able to predict future events, be innovative and adaptable, face change head-on, anticipate shifts in client demand, and increase staff productivity (Bolton et al., 2018).

The vision, which is future-focused and encompasses the fundamental idea of the organization's mission, may be the most significant component of strategic planning (Rentes et al., 2019). A mission statement would outline an organization's goals, rationale for being in existence, and essential services it offers (Collis, 2019). In general, the mission statement is thought of as the one that, if fulfilled, may aid in the success of companies (Dawabsheh et al., 2019). The mission serves as the flow

downhill toward greater clarity from the vision, explaining the organization's primary reasons for existing possibly more so than any other component of the strategic management process (Lall, 2019). The mission then follows straight from the vision, marking the beginning of the details' crystallization (Jawin et al., 2019).

Employees will find it simpler to understand the company's direction and their duties within the organization, enabling them to provide their best work at the scheduled or specified time, if the institution has a clear vision, mission, and objective (Galpin et al., 2015). improved behavior from employees will result in the performance management process being run as efficiently as possible, which will lead to improved PMS (Tweedie et al., 2019). Mission statements act as a roadmap for all strategic planning procedures and provide an explanation of an organization's goals and target audience (Baker, 2019).

An organization's primary goal is to fulfill the expectations of its shareholders and align with its values. It often seeks to address the following questions: "What is our business?" (Taiwo et al., 2016). In order to provide a strategic orientation for the business, the mission statements highlight the purpose of the enterprise and seek to unite various organizational components around a shared goal (Yadav & Sehgal, 2019). The mission statement serves as the foundation for an organization's strategy when it comes to choosing between several options (Grimes et al., 2019). The mission statement serves as the organization's justification for being. A well-crafted vision, mission, and goal statement will highlight the primary reason for the business and its field of expertise in respect to products and markets, setting it apart from competitors (De Moraes et al., 2020).

A good vision statement should highlight a unique quality of the company that sets it apart from competitors and ensure that all planned future actions take the organization's

internal and external environment into account (Campbell & Tawadey, 2016). In order to boost employee motivation, it should be designed to strengthen the organization's culture and foster more unity and loyalty among its members; as a result, the vision statement has to represent the organization's culture (Taiwo et al., 2016). The organization's vision and mission statements serve as tools for conveying its distinctiveness with regard to ownership, resources, and environmental conditions (Darbi, 2012).

According to Taiwo et al. (2016), an organization's mission is the reason it exists; it is both lasting and impractical. It is something that the organization can commit to or, better yet, set in stone. As a result, it is simpler to identify an organization's mission than its vision, but once the latter is understood, it will be easier to define the former and guide planning initiatives (Bowen, 2018). The mission is preceded by the vision, and the mission could not be feasible without a clear picture of the future (Long, 2003). The target group of the mission statement should be the primary consideration in all decisions related to its formulation (Collis, 2019).

2.4.4 Stress and Workloads

According to Ogbonnaya and Messersmith (2019), the quantitative component pertains to the extent of workload put on employees, whereas the quality dimension deals with the ability of employees to do work tasks efficiently and the correlation between work and capacity needs. As the main factor influencing how much work they perceive to be done, decision-making in their workplaces has to be given more attention (Bucknall et al., 2019). Excessive burden and stress, such as extended work hours, a high task, and instability, can negatively impact an employee's performance and drastically reduce their positive behaviors (Mawanza, 2017). Accordingly, poor employee behavior will result in fewer employees using the performance management system (Chaudhary,

2020). There has been a lot of attention lately in the study of workplace deviance (Lopes et al., 2020). According to Liu et al. (2020), the behavior is described as an individual's voluntary actions that contravene important organizational standards and endanger the organization's members.

Every one of these behaviors affects the organization's employees differently as well as society at large (Su & Swanson, 2019). Deviant behavior at work can have negative effects on productivity, decision-making, and other aspects of the organization at all levels (Khattak et al., 2019). As a result, employee behavior is now highly valued in many firms, and the effects are extensive (Saks, 2019). Numerous scholars think that the unachievable high workloads of today contribute to increased workplace stress (Alhat, 2019). Workplace stress is becoming a prevalent and expensive issue these days (Sanusi et al., 2020). Workplace stress is the result of an individual's reaction to nervous and tense circumstances at work (Abbas et al., 2019). Stress in their minds is the reason why underperforming employees are less satisfied (Reb et al., 2019).

According to Dixon et al. (2019), there is a correlation between workplace stress and a poor work-life balance, as well as a lack of autonomy and control over employees' duties, decisions, and workflow. The degree to which a person faces demands from one position that are conflicting with those from another job is known as role conflict (Delanoetje & Verbruggen, 2019). In terms of public administration, this might include community pressures or the demands of working as a public servant (Arundel et al., 2019). Because the two demands are not parallel to one another and place pressure on the individual, there is a tension between the fundamental function of the human drive for achievement (Johnsson & Nordgren, 2019). Physical sickness, fewer working days, and unfavorable working circumstances are all caused by overtime and job overload (Kuwahara et al., 2019).

While the quality dimension discusses whether employees can successfully accomplish tasks or the link between work demand and capability, the quantity dimension examines if employees are being given an excessive amount of work (Ogbonnaya & Messersmith, 2019). According to Russeng et al. (2019), the main cause of job tiredness among human service professionals is work overload, which also lowers the quality of their output. Additionally, they must focus on making decisions in their workplaces, as this is the main factor influencing how much work they perceive to be done (Bucknall et al., 2019).

2.4.5 Job Suitability

The suitability of the job is the compatibility of the employee's work with his qualifications and technical, personal and age capabilities, which therefore lead to job satisfaction and are closely related to him. Job satisfaction is also the result of meeting the employee's needs, which in this study are considered a catalyst for the job (Ayala et al., 2017). Job satisfaction is also a source of self-esteem among employees to achieve the highest motivational needs that generate greater sense of pride and achievement in society (Maliket al., 2017). Essential Catalysts (Glaveli et al., 2019).

The experience and fundamental skills you have for a certain work are what determine your fit for it (Lazazzara et al., 2020). The researcher can deduce from this that positive employee behavior will result from a job that is more appropriate and fits the employee's experience and skill set. This, in turn, will improve and improve the performance management system (PMS) (Chen et al., 2020). Workplace happiness is a well researched issue in the field of organizational behavior, and it is one important factor that helps determine how effectively employees are motivated to fulfill their jobs (Meynhardt et al., 2020).

The degree of work satisfaction among employees is contingent upon their assessment of the job reward aspects that they encounter within the firm (Norbu & Wetprasit, 2020). According to Wang et al. (2020), job satisfaction is defined as the result of the match between job features and employee expectations. Additionally, it is a reflection of the outcome of attending to the needs and expectations of the employee regarding the work and ensuring that they are met (Demircioglu & Chen, 2019). As a result, an employee's level of job satisfaction depends on how well they meet those driving forces (Glaveli et al., 2019). Lowly pleased personnel find it difficult to provide visitors with adequate service because the majority of hospitality occupations entail interpersonal interactions between clients and staff (Mebratu, 2018).

The perspective of need fulfillment of employment motivating or reward variables, which include employees' psychophysiological demands, has been used to examine job happiness (Norbu, 2017). According to Judge et al. (2017), employee motivation is made feasible by job satisfaction, which results from meeting individual needs and objectives. According to Benevene et al. (2018), the latter claim suggests that job motivation is preceded by job satisfaction. Employees strive to meet a range of requirements, from fundamental human needs to demands related to self-actualization (Abu Bakir, 2019). The degree of job satisfaction is determined by the work's ability to meet or surpass their needs and expectations, as well as its importance (Breugh et al., 2018).

2.4.6 Professional Development

According to this concept, professional development occurs at the earliest stages of teacher preparation and is continued after a qualification has been granted (Todd, 2020). In light of growing globalization and increased educational options, professional development has been praised as a crucial component of practice to uphold and enhance

standards (Tham & Ewing, 2020). Undoubtedly, influential transnational organizations like the professional development (Mitchell, 2013) have supported professional development, which has contributed to this. Professional development is not defined precisely, but it is distinguished from learning, which is defined as "processes that result in specific changes in the professional knowledge, skills, attitudes, beliefs, or actions" (DuFour & Eaker, 2009). Stated differently, professional development is the result of several "specific changes" that are accumulated via education (Belzer, 2003).

Since professional development is defined as "the process whereby people's professionalism may be considered to be enhanced, with a degree of permanence that exceeds transitoriness," time is also included in the definition (Evans, 2011). The definition provided here is based on the assumption that the term "professionalism" is reflected in the word "practice" and has a moral goal, and that one's practice must inherently pursue this purpose (Celestin, 2019). Academic degrees obtained by employees, conferences they attend, formal coursework completed, and any other activities that might advance and grow their career are all considered forms of professional development (Kapoor & McCune, 2019). Sorting and assessing divergent definitions of professional development, investigating its connection to professionalism, and taking it into consideration in conjunction with ideas of ongoing professional development are crucial components of this endeavor (Mitchell, 2013). Beyond initial training, certification, and onboarding, professional development is defined as the process of continuing one's professional development (Puhala, 2020). It is important to take into account the domains in which a person may develop professionally before delving into the most popular ideas of how professional development happens in persons (Farashah et al., 2019). According to Pryor et al. (2019), professional traits or attributes can exist independently of professional activity

or performance. Unless and until it is applied for a professional purpose, the knowledge does not qualify as professional knowledge (Sorge et al., 2019). Therefore, intellectual and attitude traits cannot be separated from their performance or enactment, which inherently encompasses all three domains, in order to be considered "professional" (Rushing et al., 2019).

2.4.7 Tools

It should be mentioned that managers may enhance a variety of organizational outcomes, including market share, revenue growth, and overall revenues, by utilizing a variety of strategies (Humphries et al., 2020). By "reducing costs, improving product quality, and performance evaluation," strategic tools management approaches (such activity-based costing, value chain analysis, benchmarking, balance scorecard, etc.) are achieving these goals (Roodbari & Kordestani, 2020). Numerous fields, including general management, marketing management, operations management, financial management, human resource management, information technology, management science, planning and resource allocation, efficiency and effectiveness, and planning, can benefit from the application of management tools and techniques (Papa et al., 2018). Managers and executives are assisted in making decisions by the general management tools and procedures (Cameron & Green, 2019).

The task of determining and meeting client wants falls to other tools utilized in the marketing management process (Kumar, 2017). The goal of operations management tools and techniques is to get a competitive edge in project management, manufacturing, and distribution (Martens & Carvalho, 2017). Consequently, management tools and methods are an effective lever that managers may use to identify and create suggested solutions for the issues that currently exist inside the company (Van Hoek, 2020). Consequently, the goal of this research is to expand on earlier

discoveries about the use of management tools and methods and their influence on various organizational performance outcomes (Singh et al., 2019).

Tools performance management, also known as performance assessment or review, is a procedure when line managers and individual workers talk about the growth and performance of the employees as well as the assistance they require in their job (Audenaert et al., 2019). Performance management tools are now the foundation for many different activities that firms use to evaluate workers, help them become more competent, improve performance, and give awards (Soltani & Wilkinson, 2020). Occasionally, it becomes a component of a more comprehensive strategy that incorporates HRM tactics, which are also referred to as performance management tools (Chams & Blandón, 2019).

Employees have certain motivational variables to use as tools to achieve in their work, according to human motivation (Lin et al., 2019). This study focuses on the evaluation of individual performance. Prior to deploying the Employee Performance system, several software systems must be established (Brown et al., 2019). A management ranks performance on a predetermined range as outstanding, good, average, fair, and poor using a rating scale that is explicitly employed in performance tools (Agrawal, 2019). In particular, the manager's opinions on the application of strategic management tools and techniques and the implications of organizational performance inside the company (Oh, 2019). An extensive literature review of previous studies focusing on strategic management tools and techniques, as well as observations of studies focusing on the relationship between strategic planning, strategic management tools and techniques, and organizational performance, served as the foundation for the selection of management tools and performance variables for empirical research (Ansari & Kant, 2017).

2.4.8 Respect and Recognition

The success and sustainability of organizational transformation are significantly influenced by one of the most significant sources of engagement and organizational mobilization (Stouten et al., 2018). Additionally, improving employee work satisfaction has a favorable effect on the performance and productivity of the firm (Al-dalahmeh et al., 2018). It is a fact that most workers, irrespective of their position or nature, show a desire to be acknowledged by their managers, colleagues, and clients (Bukenya, 2019). However, the quantitative and qualitative data point to a difference between workplace-developed HR management procedures and this demand for acknowledgment (Masri & Jaaron, 2017). In fact, according to Cameron and Green (2019), these behaviors are still heavily influenced by the dominance and control paradigm of interpersonal and organizational behavior.

Certain societal and organizational factors contribute to the increased desire for recognition among employees (Sievert & Scholz, 2017). The four employee recognition techniques of personal recognition, work practice recognition, job devotion recognition, and outcome recognition are used to communicate these in order (Rai et al., 2018). According to Barry et al. (2019), these four recognition practices satisfy a range of staff needs, including the need to be acknowledged as fully fledged individuals and the need to be valued as employees who can dedicate themselves to their work, put in the necessary time and effort, carry out their responsibilities skillfully, and produce tangible outcomes.

As humans, we prefer to feel deserving and appreciated, hence respect and recognition relate to the feelings of appreciation and regard that workers have after completing a task (Clarke & Mahadi, 2017). The researcher anticipates that the more employees feel valued and acknowledged, the more at ease, content, and like they belong in this

workplace. This will improve employee behavior, which will ultimately improve the performance management system (Afsar et al., 2019). According to Soliman and Kahila (2020), employee recognition has not undergone a satisfying theoretical integration or systematic conceptualization to yet.

Many academics have looked at the effect of motivation to work on performance in order to adapt to the constraints of work processes and the demands of organizational productivity and efficiency (Oyemomi et al., 2019). These findings promptly brought attention to the importance of employee recognition in the motivating process (Montani et al., 2020). According to these writers, obtaining both internal and external rewards determines an organization's effectiveness (Torre et al., 2020). This theory that motivation is a predictor of organizational performance is supported by a number of research (Badura et al., 2020). But the objectives of motivation research have expanded to include new management issues about employee engagement rather than being restricted to achieving job performance (Ann & Blum, 2020). As a source of identity, motivation, and a component of meaningful work, several writers emphasize the significance of employee recognition (Shah et al., 2017). It turns out that the second biggest risk factor for psychological discomfort at work is really not being recognized (Vogazianos et al., 2019). For example, it seems to be a stress-tolerance factor and a crucial component of managers' capacity to deal with challenging work environments (Leonhardt, 2017).

2.4.9 Teamwork

According to Gillgren et al. (2019), teamwork is the process of accomplishing a job or objective via group collaboration and collective work. This increases the effectiveness and efficiency of the work. According to Velez-Calle et al. (2020), the objectives of teamwork in the workplace differ from those of teamwork in technology. The team's

objective in a technical organization is to develop and build a system or product in accordance with specifications (Roehrich et al., 2019). The generated product's quality, cost, and performance time (efficiency) are the primary metrics used to assess the group's success (Anderson, 2020). The impact interpersonal relationships have on a team's performance is the sole reason they matter (Kim et al., 2019).

A team is a small group of individuals with complimentary talents who are dedicated to a shared objective, performance standards, and methodology and who hold each other accountable for their actions (Stup, 2019). According to this definition, not every collection of individuals is a team (Freeman & Wohn, 2019). Only when there is a shared objective can there be teamwork (Fahn & Hakenes, 2019). In work organizations, the needs of the customers and management dictate the team's objective or job (Deci et al., 2017). Given the limitations of the program or project in which the team is working, the team has some design autonomy (Marion et al., 2017). For true teamwork to be practiced, the assignment must provide the group some latitude about the kind of solution they will choose, the design specifics, and its implementation (Lacerenza et al., 2018).

The larger the difficulty and the more comparable the process is to what happens in the workplace, the more flexibility the team was given in designing the solution, the more methods were available to achieve the objective, and the team was aware of the restrictions (Lazazzara et al., 2020). assignment groups in the workplace are often made up of a number of workers that have complementary abilities and the required knowledge and experience to collaborate on a particular assignment (Schultz et al., 2020). The primary criterion influencing the team's composition is the capacity to complete the assignment expertly while making the best use of time and resources (Jin et al., 2017). The manager or project leader is in charge of assembling the team; team

members are assigned to them based on the professional role they will play in the group (Ford et al., 2017). Three areas of team skill needs are identified: interpersonal skills, problem solving and decision-making abilities, and technical or functional competence (Klus, 2020). In addition to having complementary professional backgrounds, the team members also need to have similar work styles (Scheidgen, 2019).

A contributor is a task-oriented team member who values providing the team with precise technical information and data, completes their homework, and encourages the team to set high performance standards, as per Arnold-DeHay's (2020) four sorts of team player styles. Similar to people, teams go through developmental stages (Santos et al., 2019). Numerous research have identified developmental processes in small groups using the four phases of team development orientation, emotionality, pertinent opinion exchange, and emergence of solution (Woods et al., 2019). The acknowledges these stages of an organization's creation, when members test the waters to determine the nature of the job at hand, appropriate conduct, and how to do it (Rego et al., 2019).

2.5 Performance Management System

The concept of performance management is believed to have been first introduced by Beer and Ruh (1976) at Idemobi & Chinedu (2011) and became common in the mid-1980s. It generates the need to manage performance and reward it constantly by obtaining the desired result or results from an individual employee in the context of organizational objectives. Getting the desired result from employees at an organization that monitors their behaviour requires ensuring that these behaviours do not go far from regulatory objectives. Brumbach also supported this assertion; the reason was that the Performance Management System (PMS) included both results and behaviour where behaviour arose from the performer and transformed performance from mere thinking

to course of action and outcome/outcome. This study also agrees with this argument because: the employee's exit from higher education institutions and ongoing strikes are behaviours that are presented because of what they believe is poor performance management. Basically, PMS is strategic, comprehensive and systematic.

The reason behind this study's belief that PMS is holistic is because in previous studies on the performance management system (PMS) such as Davidaviciene (2008); Hinton & Tau (2006), they have played an important role in the holistic approach to organizational learning, which gives educated organizations an advantage over others. From the perspective that the performance management system (PMS) is strategic, barron-Armstrong (2004) argument was used as an excuse because from their point of view, it is the work of setting performance goals, expectations and objectives for the employees of the organization and directing their efforts towards achieving organizational objectives. Once again, PMS is comprehensive because of its ability to comprehensively monitor employees as individuals and members of the group (Osborne & Gaebler, 1993; Three Rivers District Council, 2009). This argument makes it clear that PMS is a joint procedure involving managers and their subordinates who jointly set common goals/objectives and relate to the higher objectives of the institution. Viewed from the government's point of view, Thimmaiah (1984) argued that the performance management system as found in government includes traditional agencies such as budget practice (performance budgets and results budget) and annual reports published by ministries/departments.

By the way, the Performance Management System (PMS) is designed by many scientists and agencies as detailed above, it can be understood that it revolves around four key issues ranging from performance planning, performance management, performance review, and finally performance reward. This explains that PMS is a

comprehensive approach that manages the overall performance of employees (whether individuals or groups) from the day they are assigned to the day their services are dismissed either voluntarily or otherwise. It can also be understood here that PMS is more than just a technique, it is not just a process, it is a set of processes that fully capture employee's motivation, guidance and evaluation issues so that you can identify areas for future improvement. It is not shocking to learn that the poor execution of the performance management system at higher education institutions in Syria negatively affects staff morale, productivity, and employee satisfaction, which in turn causes disarray, inconvenience, and the desire to quit. According to Nyar Stone (2002), the European interpretation of PMS emphasizes on five key elements, such as:

- Enhancing service quality and outcomes;
- Optimizing resource allocation and defending agency budgets or service reductions.
- Include accountability habit
- Gaining citizens' trust
- Make the work more exciting and satisfying

The Performance Management System (PMS) and performance evaluation are two different concepts that are sometimes misused interchangeably (Fajana, 2002; Susan, 2011). Effective PMS begins when employees are described and ends when they leave their jobs. After explaining the performance management system (PMS), this study used it as a child variable. The following section highlights the Strategic Performance Management System (PMS).

In a Strategic Performance Management System, there is the concept of determining a policy direction and adhering to it by measuring key performance indicators in order to be able to take the appropriate measures against the regulatory message to be able to

counter measurably insurmountable trouble in the organization (Waal, 2007). Strategic Performance Management aims to ensure that the organization's financial and non-financial objectives are achieved. Schiuma & Neely, 2004; Silk, 1998; Williams, 2001). They include various issues such as frameworks, methodologies and key performance indicators that give organizations the ability to design their strategy by customizing the employees room for the challenge and contributing to improving the strategy (Bernard, 2011).

Many researchers believe that the Organizations Strategic Performance Management System (PMS) (i.e., Ran, Liao & Yang, 2010; Zhang, Sarker & McCullough, 2008). Generated by the need to save human resources practices from some disadvantages. The Strategic Performance Management System (PMS) is a kind of added value to the improvement achieved with specific objectives and objectives. One of these arguments can be said that PMS is a means of effectively managing individuals and groups in order to achieve high levels of organizational performance. Managing employee performance is a strong basis for other operations in an organization geared towards achieving organizational objectives. The following section discusses in detail the concept of a performance management system (PMS) in higher education institutions to be able to understand whether perception in higher education institutions is the same as what is obtained in other organizations.

There are already a range of strategies to measure the effectiveness of the Performance Management System (PMS) or otherwise, where there are different objectives and objectives sought by different organizations. This may be the case because some organizations suspend their strategies to measure the performance management system (PMS) over the extent to which the benchmark is achieved, some prefer fewer errors, others after quantity, some quality or both, and another group focuses on the financial

aspect. For example, Karlaftis (2004) created DEA's two-way model of effectiveness of the performance management system. It may have been a significant contribution although there is no correlation between technical or operational efficiency and organizational effectiveness. Similarly, Keh et al. (2006) noted that the triple drug administration is more important than both methods; from a related perspective, Yu and Lin (2007) tried multi-activity DEA after discovering that there was definitely a higher efficiency that did not mean higher efficiency.

For this study, the dimensions of the measurement of the strategic performance management in Pradhan and Chaudhury (2012) were chosen because the dimensions in these studies were measured through the performance management system (PMS) from the point of view of the organization and the employee as well as the job itself, i.e., the organizational goal, individual goal, performance development and employee satisfaction. This study wants to argue more that there should be little focus and consideration on the one hand and neglect on the other, rather than a continuous and comprehensive approach involving both the organization and the organization's employees. On this basis, measure performance management system (PMS) which covers the organizational objective; an individual goal for performance development; employees' satisfaction has been adapted. The first thing these dimensions take into account is the message and vision of the organization, then the personal desires and desires of employees that will motivate them to work towards organizational objectives (career development, well-being, etc.), a sign that explains an acceptable level of performance.

2.6 Employee Behaviour

Employee behavior is defined as an individual's behaviors and responses to a particular circumstance at work that are impacted by the culture and work environment (Wilson,

M. G., Dejoy, D. M., Vandenberg, R. J., Richardson, H. A., & Mcgrath, A. L. 2015). An employee's behaviors at work can determine whether their behavior is favorable or bad. A better performance management system is a result of improved employee involvement in the process, which is facilitated by positive employee behavior (Audra Bianca, 2017).

The ability of employers to properly control the conduct and attitudes of their workforce is a critical factor in determining the destiny of enterprises in the modern era (Shah & Irani, 2010). Interestingly, behavioral research shows that individual variations in connections, perceptions, and interpretations of the problem cause people to react differently even in the identical settings (Sharyn et al., 2003). According to Organ (1988), employee behavior is "that discretionary behavior that enhances the effective performance of the organization in general and is not directly or explicitly recognized by the formal reward system." Whatever the premise, the actions of employees have negative effects and can According to Duffy (2006), it may result in detrimental personal effects including sadness, low morale, and low self-esteem.

Due to its direct influence on organizational operations, human behavior is a crucial component of the performance management system (Ul-haq et al., 2011). The performance of the employee's peers, colleagues, and the performance management system (PMS) as a whole are all at danger from the employee's negative behavior. Prior studies in the field of operations management have examined employee behavior both favorably and unfavorably in order to offer a starting point for addressing It is assumed that a positive working relationship between the employer and employees is necessary in order to motivate workers and encourage them to double their potential efforts and experiences. However, this can only happen if the workplace supports these efforts (Gelaidan et al., 2016; Turkay & Sengul, 2014).

To measure employee behaviour Katou and Budhwar (2010) suggested three components which are employee absence, employee turnover, and employee grievances with management. The issue of employee absence is one of the most important behavioural problems in organizations. Employee absenteeism is a complex issue and its potential causes are multifaceted and differ from individuals in different contexts. More importantly, the roots of absence may differ from one organization to another. Employee absence is defined as the total number of days employees did not show up for work due to illness and other verifiable excuses in a year divided by 240 work days in a year (Ichino & Riphahn, 2004). The absence of staff is an improvisation and a disorganized event. But in particular it can be described as employees not coming to work when they should have been (Mwanda, 2010; Van Der Merwe & Miller, 1988). Some see employee absence as the withdrawal behaviour used as a way to avoid confrontation and protest against an undesirable work environment. Employee absence not only affects absent employees, but also affects the organization to a large extent because it leads to loss of potential output and is viewed from an economic perspective (Lacerenza et al., 2017).

2.7 Conceptual Framework and Hypotheses Development

The conceptual model consists mainly of basic independent variables include empowerment, compensation, mission, vision and goal, stress and workloads job suitability, professional development, tools, respect and recognition, teamwork, and employee's behaviour. This model attempts to explain the variability of the performance management system by measuring the impact of independent variables on the effectiveness of the performance management system.

Furthermore, this model will investigate the impact of the role of employee's behaviour as a mediator in this theoretical framework. This model is supported by the theory of work adjustment (TWA) and resource-based view (RBV).

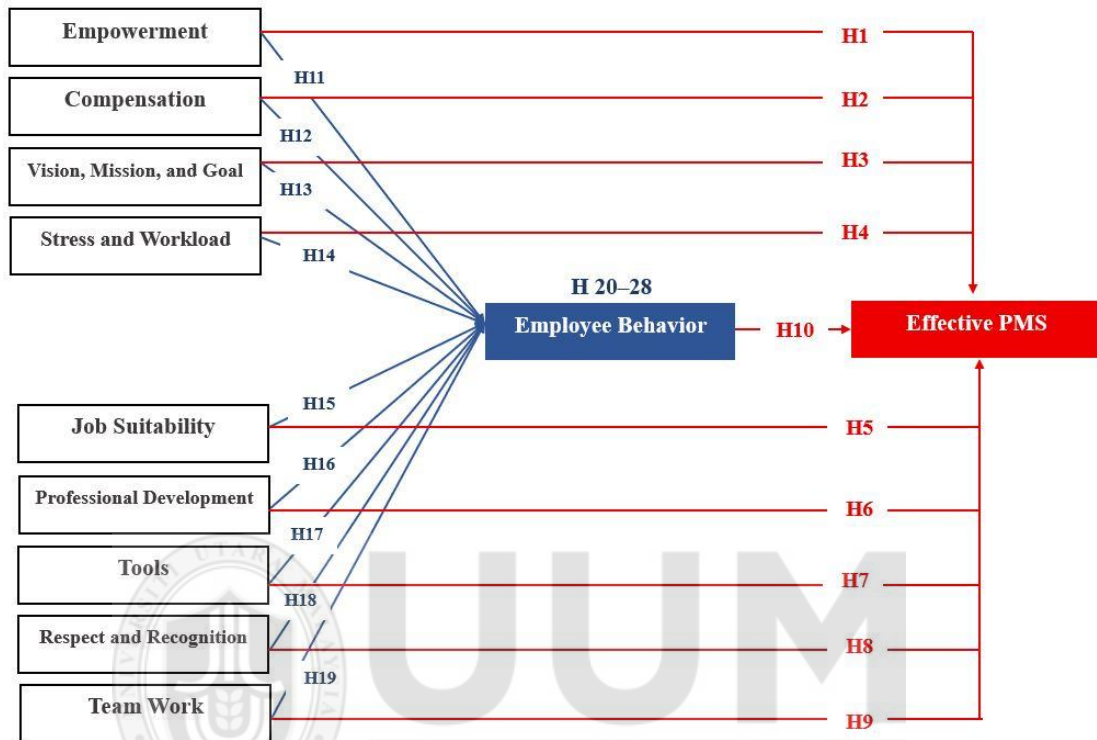


Figure 2.1: Conceptual Framework and Research Hypotheses

2.7.1 The relationship between Empowerment, Effectiveness of PMS, and Employee's Behaviour

The rapidly evolving business environment over the last decade has compelled organizations to operate at higher levels of quality, cost efficiency, and speed to remain competitive. According to Senn (1988), the most valuable competitive asset of any organization is its workforce comprising skilled, motivated, and dedicated employees (Fadal, 2003). These workers form the cornerstone of a firm's success, as their collective contributions significantly influence organizational productivity, innovation, and competitiveness. Empowering employees is increasingly recognized as a critical factor in enhancing these attributes.

Research indicates that organizations with empowered and engaged workforces experience numerous advantages, including improved productivity, creativity, and innovation (Ramesh & Kumar, 2017; Celik, Iraz, Cakici, & Celik, 2014).

Empowerment enables employees to make decisions and respond in real time to customer and competitor demands. This agility is critical in a marketplace that demands prompt and adaptable responses (Akter, 2021; Rañeses, 2018). As part of an organization's broader strategic approach, empowering employees aligns with the direct strategic role human resources play in achieving organizational goals (Cataliotti et al., 2018; Ravenelle & Nyhus, 2017). By granting employees more autonomy, decision-making responsibilities, and flexibility in how they complete their tasks, organizations can positively impact absenteeism, turnover, job satisfaction, and organizational citizenship behaviors (El-Brolosy et al., 2019; Rojas Castro et al., 2019; Yu & Ren, 2020). These factors, in turn, improve overall organizational performance (Cabeza et al., 2018; Rampton, 2018; Simpson & Simpson, 2017).

Empowerment can be broadly defined as the delegation of authority and responsibility from management to employees, enabling them to make decisions and carry out daily tasks with greater autonomy (Morley & Floridi, 2020; Sell & Minot, 2018; Umanailo, 2019). Effective empowerment allows organizations to thrive and grow more rapidly, as it enhances the quality of work and positively influences employee behavior (Levine & Stoll, 2018; Schneider et al., 2018; C. Smith et al., 2020). The Resource-Based View (RBV) supports this notion, asserting that empowerment strengthens employee behavior, enhances organizational outputs, and improves the effectiveness of performance management systems (Avelino et al., 2019; Christens, 2019; Umanailo et al., 2019).

Research has established a strong and direct relationship between empowerment and PMS effectiveness, indicating that empowering employees fosters positive behavioral changes that enhance PMS outcomes (Halvorsen et al., 2020; Joo et al., 2020). Empowerment addresses skill and capability gaps within the workforce, encouraging employees to adopt behaviors that support organizational goals (Al-Omari et al., 2020; Anyim, 2019). Furthermore, it enables employees to modify their behavior in alignment with organizational objectives, ensuring sustained performance improvements.

Given the evidence, it is hypothesized that empowerment significantly influences both the effectiveness of the PMS and employee behavior in the Ministry of Interior (MoI) in Abu Dhabi:

H (1): Empowerment has a significant influence on effectiveness of the performance management system (PMS) in the Ministry of Interior in Abu Dhabi.

H (2): Empowerment has a significant influence on the employees' behaviour in the Ministry of Interior in Abu Dhabi.

2.7.2 The relationship between Compensation, Effectiveness of PMS, and Employee's Behaviour

Compensation refers to the financial and non-financial rewards provided to employees in exchange for their services. It includes salary, wages, commissions, incentives, and other benefits associated with an employee's role (Begley & Zimmermann, 2019; Dumitraşcu & Feleagă, 2019). Compensation is a core aspect of human resource management that directly affects employee satisfaction, motivation, and performance. It applies not only to permanent employees but also to external or temporary advisors, as compensation ensures that all contributors are rewarded for their services (Garcia et al., 2021; Tentama et al., 2019). Moreover, compensation also encompasses non-

financial rewards such as job design, career development opportunities, recognition, and a supportive work climate, which collectively contribute to job satisfaction and employee engagement (Choi et al., 2018; Padilha et al., 2017; Utari et al., 2021). The broader definition of compensation includes monetary payments to address grievances or fulfill contractual obligations, but in the organizational context, it primarily refers to wages, salaries, and other benefits. Research emphasizes the importance of compensation in addressing employees' basic needs for nutrition, housing, and clothing, which form the foundation for employee satisfaction and performance (Heikoop et al., 2019; Slater et al., 2021). Additionally, well-structured compensation strategies improve morale, motivation, and productivity by reducing monotony and redundancy in the workplace (Georg & Rastogi, 2007).

Compensation policies are deeply embedded in organizational frameworks, with direct salary payments serving as the most recognizable form of compensation. Studies have shown that cash compensation serves not only as a reward but also as a tool for influencing employee behavior through incentives or penalties (Jääskeläinen et al., 2020; Smith & Clayton, 2020). Compensation decisions are often determined by contracts or collective bargaining agreements, which ensure stability in wage structures and protect employees from fluctuations in compensation levels (Giorgi et al., 2021; GRACE, 2021).

Compensation plays a significant role in shaping employee behavior by improving their sense of loyalty, motivation, and engagement (Burrow, 2020; Dennis, 2020). According to the Resource-Based View (RBV), compensation is a strategic resource that improves the utilization of human capital by incentivizing employees to align their efforts with organizational objectives (Clarke & Mahadi, 2017; Faruk et al., 2020). Well-compensated employees are more likely to exhibit positive behaviors such as

organizational citizenship, lower absenteeism, and reduced turnover rates (Dzimbiri & Molefakgotla, 2021).

Non-financial aspects of compensation, such as career development and recognition, also significantly influence employee attitudes and behaviors. For example, when organizations invest in training and career growth opportunities, employees are more likely to feel valued and motivated, which translates into improved performance and commitment (Choi et al., 2018; Kohan & Fathi, 2020). The effectiveness of the Performance Management System (PMS) is closely tied to how compensation is structured and implemented. Compensation serves as both a motivator and a measure of organizational fairness, which directly influences employees' perceptions of the PMS (Anlesinya & Amponsah-Tawiah, 2020). A fair and competitive compensation system enhances employee satisfaction and engagement, ensuring that the PMS aligns with the goals of both employees and the organization.

Studies have consistently shown that compensation has a direct and significant impact on PMS effectiveness. For instance, compensation strategies that are tied to performance metrics foster transparency and accountability, thereby improving the overall efficacy of the PMS (Clarke & Mahadi, 2017; Husby et al., 2019). Additionally, fair compensation practices increase employees' trust in the PMS, ensuring that they view it as a tool for growth rather than as a punitive mechanism.

H (3): Compensation has a significant influence on effectiveness of the performance management system (PMS) in the Ministry of Interior in Abu Dhabi.

H (4): Compensation has a significant influence on the employees' behaviour in the Ministry of Interior in Abu Dhabi.

2.7.3 Vision, Mission and Goal, Effectiveness of PMS, and Employee's Behaviour

Strategic leaders play a pivotal role in defining and communicating an organization's vision, mission, and goals to inspire employees and stakeholders. The effectiveness of such leadership lies in its ability to align the aspirations of employees with the strategic objectives of the organization. Effective strategic leaders, such as Starbucks CEO Howard Schultz, demonstrate exceptional skills in motivating employees to enhance organizational performance (Xini Hu, 2021; Yong, 2019). These leaders successfully engage employees with aspirational goals, driving the organization forward (Frempong & Dwomoh, 2017; Soomro et al., 2018). In contrast, ineffective leaders often struggle to focus and positively influence their teams, which undermines organizational cohesion and performance (Ning et al., 2020; Soomro et al., 2020). A well-crafted vision is one of the most powerful tools at a leader's disposal for motivating employees. Vision articulates an organization's future goals and objectives, providing employees with a clear sense of purpose (Šajgalíková & Copuš, 2018; Simbine & Tukamushaba, 2020). For example, Google's vision focuses on organizing global information and making it accessible to everyone, a mission that has driven its strategic initiatives, such as Google Chrome, Gmail, and online book browsing (Edwards, 2012; Amegbe et al., 2018). Such visions guide employees toward achieving the organization's overarching goals while fostering a shared sense of purpose (Mishra, 2017; Ramadevi & Sangeetha, n.d.).

The integration of vision, mission, and goals creates a unified sense of direction for employees and stakeholders alike. A mission statement clarifies the organization's role in society and its value proposition to stakeholders. For example, Google's mission statement "organize information around the world and make it useful and accessible to everyone" has guided its operations and innovations since its inception (Xini Hu, 2021;

Safi et al., 2018). Such mission statements help employees align their efforts with the organization's objectives, fostering motivation and commitment (Ananda et al., 2019; Santalova et al., 2017). To translate vision and mission into actionable strategies, organizations must establish clear and specific goals. These goals should be Specific, Measurable, Achievable, Realistic, and Time-bound (SMART) to effectively guide employees in their daily tasks (Jang & Song, 2018; Mone & London, 2018; Priyanto et al., 2021). By setting SMART goals, organizations create clarity in employee roles, reduce ambiguity, and enhance employee engagement, which positively impacts the effectiveness of the Performance Management System (PMS).

The Theory of Work Adjustment (TWA) supports the idea that a clearly articulated vision, mission, and purpose enhance PMS effectiveness and improve employee behavior. This theory posits that alignment between organizational objectives and employee behavior fosters a shared commitment to achieving strategic goals (Ananda et al., 2019; Santalova et al., 2017). Moreover, studies confirm a direct and significant relationship between mission and vision clarity and PMS effectiveness, emphasizing their role in uniting employees toward achieving organizational objectives (Kumar, 2019; Whittington et al., 2017). Research also suggests that well-defined vision and mission statements contribute to positive work behaviors. For example, Kakkar et al. (2020) found that organizations with strong mission and vision statements experience increased employee engagement, loyalty, and job satisfaction. Furthermore, mission and vision clarity create a sense of belonging and alignment among employees, fostering behaviors that are conducive to achieving organizational goals (Almohtaseb et al., 2020; Van Waeyenberg & Decramer, 2018).

H (5): Vision, mission, and goal have a significant influence on effectiveness of the performance management system (PMS) in the Ministry of Interior in Abu Dhabi.

H (6): Vision, mission, and goal have a significant influence on the employees' behaviour in the Ministry of Interior in Abu Dhabi.

2.7.4 Stress and Workloads, Effectiveness of PMS, and Employee's Behaviour

Stress and workloads are critical factors influencing the effectiveness of Performance Management Systems (PMS) and employee behavior. High work pressure has been shown to negatively impact both organizational and employee well-being. Studies suggest that excessive demands, workplace conflicts, and a lack of task clarity contribute to heightened stress levels, reducing job satisfaction and performance (Halvorsen et al., 2020; Joo et al., 2020; Al-Omari et al., 2020). Stress, as defined by Steers and Lee (2017), is a psychological and physical reaction to perceived threats in the work environment. It is also described as the body's nonspecific response to external demands placed by supervisors (Anyim, 2019).

Workload is another determinant of employee performance. It encompasses quantitative, qualitative, mental, and physical tasks that employees must complete within a specified timeframe (Cabeza et al., 2018; Yu & Ren, 2020). Excessive workloads reduce performance efficiency and contribute to employee burnout, disengagement, and withdrawal behaviors (Levine & Stoll, 2018; Schneider et al., 2018). Conversely, balanced workloads improve employee well-being and positively influence organizational outcomes, including PMS effectiveness (Patra et al., 2019; Morley & Floridi, 2020).

Stress impacts employees' psychological state and diminishes their capacity to meet performance expectations. Prolonged exposure to stress contributes to negative

behaviors, such as absenteeism, reduced organizational commitment, and even employee turnover (Akter, 2021; Dumitrașcu & Feleagă, 2019). Stress also disrupts task focus and collaborative efforts, hindering the ability of teams to achieve organizational goals effectively (Nazir, 2019; Walk & Kennedy, 2017). The Theory of Work Modification supports this understanding, emphasizing that stress creates undesirable workplace behaviors and undermines productivity (Choi et al., 2018; Utari et al., 2021).

Workloads directly influence PMS effectiveness by shaping employee perceptions of fairness, efficiency, and support within the organization. Studies suggest that overwork leads to inefficiencies, errors, and a decline in employee morale, which, in turn, undermine the PMS's ability to achieve its objectives (Heikoop et al., 2019; Slater et al., 2021). When workloads are appropriately managed, employees are better able to meet performance standards, contributing positively to PMS outcomes (Garcia et al., 2021; Kokoroko & Sanda, 2019). From an energy perspective, workloads reflect the balance between task demands and an individual's capacity to process and execute those demands. Overloaded employees are likely to exhibit fatigue, reduced engagement, and a diminished ability to focus on critical performance objectives (El-Brolosy et al., 2019; Rojas Castro et al., 2019). In contrast, manageable workloads enhance job satisfaction and foster positive behaviors such as organizational citizenship, which further supports the effectiveness of the PMS (Christens, 2019; Avelino et al., 2019).

The combined impact of stress and workloads has significant implications for both employee behavior and organizational performance. Excessive stress and high workloads are associated with decreased productivity, absenteeism, and turnover (Begley & Zimmermann, 2019; Akter, 2021). These conditions undermine the PMS by

disrupting goal alignment and reducing employees' ability to meet performance expectations. However, studies indicate that well-designed workload policies and stress management initiatives can mitigate these effects, leading to improved organizational outcomes and a more effective PMS (Padilha et al., 2017; Slater et al., 2021).

The Theory of Work Adjustment (TWA) posits that stress and workload affect an employee's alignment with organizational goals. Stressors disrupt person-environment fit, leading to behaviors that detract from organizational effectiveness. However, organizations that actively manage workload levels and reduce stress can foster alignment between employees and their roles, improving both behavior and performance outcomes (Cildo et al., 2017; Tentama et al., 2019).

H (7): Stress and workloads have a significant influence on effectiveness of the performance management system (PMS) in the Ministry of Interior in Abu Dhabi.

H (8): Stress and workloads have a significant influence on the employees' behaviour in the Ministry of Interior in Abu Dhabi.

2.7.5 Job Suitability, Effectiveness of PMS, and Employee's Behaviour

Job suitability, often referred to as job appropriateness or organizational fit, is a critical factor in aligning employee capabilities, behaviors, and organizational needs. For companies aiming to recruit, develop, promote, and retain talent, job suitability assessments must produce detailed and accurate reports on job requirements (Teo et al., 2017; Vanchapo et al., 2019). Such evaluations are integral to ensuring that individuals possess the necessary education, experience, and skills while exhibiting behaviors that align with job-specific requirements (Didkowska, 2020; Wiczorek et al., 2020). Effective job suitability evaluations must address various dimensions, including personality, behavioral attributes, and functional capabilities. For instance, evaluations

should measure a wide range of attributes to ensure a comprehensive understanding of job-related success factors (Kohan & Fathi, 2020; Mailliez et al., 2020). Additionally, work-focused questionnaires and tools that detect inaccurate responses or self-deception improve the reliability and validity of results, reducing legal risks associated with irrelevant or biased evaluations (Jääskeläinen et al., 2020; A. P. Smith & Clayton, 2020). These evaluations should integrate eligibility (e.g., qualifications, skills) with job-specific appropriateness (e.g., behaviors), creating a holistic view of an individual's compatibility with the role (Dennis, 2020; Smylie & Phillips-Beck, 2019).

The use of well-developed methodologies in job suitability assessments significantly enhances their effectiveness. For example, Harrison's assessment framework incorporates psychological methodologies to prevent deception and identify contrast tendencies attributes that may appear as strengths but are actually misaligned with the role (Bannar, 2021; Saudi, 2021). By quantifying results and weighing eligibility and appropriateness grades, organizations can systematically evaluate candidates and employees, ensuring the right person is in the right role (Husby et al., 2019; Burrow, 2020).

Organizational compatibility through job suitability fosters a positive work environment where employees are well-matched to their roles. This alignment reduces workplace conflict and dissatisfaction while promoting behaviors such as collaboration, commitment, and innovation (Faruk et al., 2020; Rao et al., 2018). According to the Theory of Work Adjustment (TWA), job suitability enhances person-environment fit, stimulating positive employee behaviors and reducing withdrawal behaviors like absenteeism or turnover (Hussainy, n.d.; Jagath Kumara, 2017). When employees feel their skills and abilities align with job requirements, they are more likely to engage in

productive behaviors, contributing to organizational success (Almohtaseb et al., 2020; Amegbe et al., 2018).

The effectiveness of a Performance Management System (PMS) is significantly influenced by job suitability. When employees are well-matched to their roles, the PMS can more accurately evaluate and guide performance, as job expectations are clear and achievable (Clarke & Mahadi, 2017). Conversely, a lack of job suitability leads to inefficiencies in PMS processes, as misaligned roles create confusion, reduce engagement, and hinder performance (Soomro & Roques, 2018). Research supports a strong positive correlation between job suitability and PMS efficacy, with organizations reporting improved performance metrics and employee satisfaction when suitability assessments are integrated into PMS frameworks (Faruk et al., 2020; Rao et al., 2018). The Theory of Work Modification reinforces the importance of job suitability in shaping positive employee behaviors. This theory suggests that when employees are appropriately placed in roles that align with their capabilities and interests, they are more motivated to perform effectively, contributing to organizational goals. Job suitability also reduces stress and workload-related challenges, further supporting the PMS's objectives (Hussainy, n.d.; Jagath Kumara, 2017).

H (9): The performance management system (PMS) at the Abu Dhabi Ministry of Interior is significantly impacted by job suitability; also, job suitability has a notable effect on employee behavior in the Ministry of Interior.

2.7.6 The relationship between Professional Development, Effectiveness of PMS, and Employee's Behaviour

Professional development refers to the ongoing process of managing an individual's career advancement, skill enhancement, and learning to meet organizational and personal goals. Braer, Flexer, Luft, and Simmons (2008) describe career development as a lifelong process that begins in childhood and continues through formal education,

vocational training, and into adulthood and retirement. The Canadian standards and guidelines for career development practitioners define professional growth as the management of learning, work, and transitions to achieve a personally evolving and preferred future (Kakkar et al., 2020; Kumar, 2019). Schreuder and Coetzee (2006) highlight that career development occurs in distinct stages, each presenting unique challenges, suggesting that individuals' perceptions of their career growth and the opportunities provided by their organizations may vary (Khotsa & Sebola, 2020; Whittington et al., 2017).

Professional development encompasses resources, training programs, workshops, and leadership courses designed to improve employee knowledge and skills (Anyim, n.d.; Halvorsen et al., 2020; Walk & Kennedy, 2017). These initiatives help employees enhance technical, analytical, and interpersonal competencies, enabling them to meet evolving job demands and organizational goals effectively (Anyim, 2019; Tanabe & Miyake, 2019). In addition, professional development supports organizational adaptability by introducing employees to new technologies, strategies, and best practices, which are essential for improving overall performance (Al-Omari et al., 2020; Empowerment, 2018).

Professional development significantly influences employee behavior by fostering motivation, engagement, and commitment. When organizations invest in their employees' growth, it enhances their sense of value, which positively impacts workplace attitudes and behaviors. Workshops and skill-building programs contribute to a more knowledgeable workforce, fostering collaboration and innovation (Gonca & Palaci, 2019; Tsvetkov et al., 2019). Employees who feel supported in their career advancement are more likely to exhibit organizational citizenship behaviors, such as teamwork and initiative, which directly benefit organizational outcomes.

According to the Theory of Work Adjustment (TWA), professional development aligns individual goals with organizational objectives, stimulating positive behaviors that contribute to a harmonious and productive work environment (Rizvi, 2017). This alignment encourages employees to actively participate in achieving organizational success, reinforcing behaviors that promote growth and efficiency.

The effectiveness of a Performance Management System (PMS) is closely tied to the availability and quality of professional development opportunities. Professional development enhances employee competencies, enabling them to meet performance expectations and organizational objectives more effectively (Ananda et al., 2019; Jang & Song, 2018). Moreover, it creates a competitive advantage by equipping employees with the skills needed to adapt to changes and challenges in the workplace (Mone & London, 2018; Obidinnu, n.d.; Priyanto et al., 2021).

Professional development initiatives also improve the reliability of PMS processes by aligning employee capabilities with performance standards. For example, employees who participate in leadership training or technical workshops are better prepared to meet their roles' demands, reducing performance gaps and increasing the accuracy of PMS evaluations. This, in turn, fosters a culture of continuous improvement, where employees and managers work collaboratively to achieve shared goals.

The Theory of Work Modification suggests that professional development stimulates competition and fosters a growth-oriented culture within the organization. By enabling employees to refine their skills and expand their knowledge base, professional development enhances organizational performance and increases PMS effectiveness (Rizvi, 2017). Furthermore, research confirms that organizations with robust professional development programs are more likely to achieve higher employee

satisfaction, retention, and performance metrics (Ananda et al., 2019; Priyanto et al., 2021).

H (10): Professional development has a significant influence on effectiveness of the performance management system (PMS) in the Ministry of Interior in Abu Dhabi.

H (11): Professional development has a significant influence on the employees' behaviour in the Ministry of Interior in Abu Dhabi.

2.7.7 The relationship between Tools, Effectiveness of PMS, and Employee's Behaviour

Tools are integral to the implementation and effectiveness of Performance Management Systems (PMS), as they enable organizations to assess, monitor, and improve employee performance systematically. Audenaert et al. (2019) describe performance management tools as frameworks for reviewing and enhancing employee performance, providing the necessary support for employees to excel in their roles. These tools form the foundation of human resource management strategies aimed at increasing productivity, improving performance, and facilitating reward allocation (Soltani & Wilkinson, 2020). Performance management tools are not limited to software applications but also include systems and personal attributes that contribute to employees' work efficiency (Zhang et al., 2020). By integrating performance evaluation tools, organizations can measure individual performance on standardized rating scales, such as "excellent," "good," or "weak" (Agrawal, 2019). These tools streamline the evaluation process, making performance management more consistent and transparent, which is essential for ensuring fairness and accountability in the PMS.

Tools play a crucial role in influencing employee behavior by improving job satisfaction, reducing work-related stress, and facilitating task completion. According

to the Resource-Based View (RBV), tools enhance resource utilization by streamlining workflows and providing employees with the necessary means to achieve their objectives (Levine & Stoll, 2018; Schneider et al., 2018). When employees have access to reliable tools, they feel more supported in their roles, which promotes positive behaviors such as increased engagement, collaboration, and organizational commitment (C. Smith et al., 2020; Umanailo et al., 2019). Moreover, the use of tools in performance management systems creates an environment of comfort and efficiency, enhancing employee motivation and reducing task-related frustration (Halvorsen et al., 2020). This improvement in employee experience translates into better job performance and a stronger alignment with organizational goals (Christens, 2019; Joo et al., 2020). The effectiveness of PMS is significantly influenced by the availability and quality of tools utilized in its processes. Tools enable organizations to capture accurate performance data, analyze trends, and identify areas for improvement. For example, performance evaluation software facilitates the automation of key HR functions, such as goal setting, feedback collection, and performance tracking, thereby improving the consistency and reliability of PMS (Brown et al., 2019). Additionally, tools simplify task execution and improve communication channels, which enhances organizational productivity and streamlines performance evaluation processes (Lin et al., 2019). Performance tools also enable managers to provide timely and constructive feedback, fostering a culture of continuous improvement. By making evaluations transparent and actionable, these tools ensure that employees understand their performance expectations and the steps needed to meet them, thereby enhancing PMS effectiveness (Agrawal, 2019).

The Resource-Based View (RBV) underscores the importance of tools as strategic resources that optimize organizational processes and foster innovation. Tools improve

operational efficiency, facilitate decision-making, and enable employees to work more effectively, which ultimately enhances both employee behavior and PMS outcomes (C. Smith et al., 2020; Umanailo et al., 2019).

H (12): Tools has a significant influence on effectiveness of the performance management system (PMS) in the Ministry of Interior in Abu Dhabi.

H (13): Tools has a significant influence on the employees' behaviour in the Ministry of Interior in Abu Dhabi.

2.7.8 The relationship between Respect and Recognition, Effectiveness of PMS, and Employee's Behaviour

Respect and recognition are integral components of workplace dynamics, significantly influencing employee behavior and the effectiveness of Performance Management Systems (PMS). Respect can be broadly defined as the perceived value or worth given by one or more individuals to another (Spears et al., 2006). Studies consistently show that respect is a top priority for employees, often ranking above income, job opportunities, and work-life balance (van Quaquebeke et al., 2009). Similarly, recognition the acknowledgment of an individual's contributions or achievements plays a vital role in fostering employee engagement, satisfaction, and performance.

Respect in the workplace is a powerful motivator that validates employees' worth and fulfills fundamental psychological needs. It is particularly crucial in regulated settings, where work relationships are based on exchange dynamics involving both tangible (e.g., salary) and intangible (e.g., recognition) rewards (Shore et al., 2004). When employees perceive that they are respected by their managers and peers, they are more likely to exhibit positive behaviors such as loyalty, collaboration, and commitment (Lebens-Higgins et al., 2019; Simpson & Simpson, 2017). Conversely, a lack of respect leads to dissatisfaction, disengagement, and negative workplace behaviors, especially

in roles where employees feel undervalued or marginalized (Hodson, 2001; Sanders & Campbell, 2007). Recognition complements respect by explicitly acknowledging an employee's contributions and efforts. Ellingsen and Johannesson (2007) found that recognition serves as a significant social cue that reinforces employees' sense of value within the organization. By affirming their worth and contributions, recognition motivates employees to align their behaviors with organizational goals, fostering a sense of belonging and satisfaction (Cabeza et al., 2018; Yu & Ren, 2020).

Respect and recognition are crucial for enhancing PMS effectiveness by creating a supportive and inclusive work environment. Research shows that employees who feel respected and recognized are more likely to engage with PMS processes, such as goal-setting, feedback, and performance evaluations (Livingston & Happé, 2017; Ravenelle & Nyhus, 2017). This engagement ensures that PMS functions as an enabler of growth rather than as a punitive tool, improving its overall efficacy and alignment with organizational objectives.

From a theoretical perspective, the Resource-Based View (RBV) suggests that respect and recognition are intangible resources that can significantly enhance organizational outcomes. These factors positively influence employee attitudes and behaviors, leading to improved performance and greater alignment with organizational goals (Rojas Castro et al., 2019; Afazov et al., 2017). Furthermore, respect and recognition foster trust and satisfaction, which contribute to a more effective PMS by facilitating open communication and collaborative problem-solving (Dumitraşcu & Feleagă, 2019). Developing a culture of respect and recognition in the workplace involves acknowledging employees' contributions and fostering an environment that values individuality and collaboration. Studies indicate that workplaces emphasizing respect and recognition experience higher levels of employee satisfaction, loyalty, and

retention (Akter, 2021; Rampton, 2018). Moreover, these factors enhance employee motivation and productivity, reinforcing the effectiveness of PMS and ensuring alignment with organizational goals (Lasman et al., 2020; El-Brolosy et al., 2019).

The Resource-Based View (RBV) theorizes that respect and recognition are critical in shaping employee behavior by promoting positive actions that align with organizational objectives. Respect validates employees' intrinsic value, while recognition affirms their extrinsic contributions, creating a harmonious and motivated workforce (Christens, 2019; Umanilo, 2019).

H (14): The efficacy of the Ministry of Interior in Abu Dhabi's performance management system (PMS) is significantly impacted by respect and recognition.

H (15): Employee behavior inside the Ministry of Interior in Abu Dhabi is significantly impacted by respect and recognition.

2.7.9 The relationship between Teamwork, Effectiveness of PMS, and Employee's Behaviour

Teamwork is a collaborative effort among individuals working together to achieve shared goals and objectives, particularly for improving service delivery and organizational outcomes (Faruk et al., 2020; Rao et al., 2018). By engaging in team-building exercises, initiatives, and collaborative events, organizations can foster a shared mission, strategic values, and effective solutions to challenges. Such efforts promote team spirit and a customer-focused approach (Clarke & Mahadi, 2017; Husby et al., 2019). However, when teamwork is poorly planned or executed, it can lead to low morale, disillusionment, and diminished motivation within the organization, undermining strategic objectives (Bannar, 2021; Dennis, 2020). Teamwork serves as a catalyst for fostering collaboration and mutual empowerment among employees. It helps individuals understand the organization's operations and the value of working

collectively toward shared goals (Svedberg et al., 2018; Vanchapo et al., 2019). A strong culture of teamwork requires time to develop, as employees learn to align their personal goals with organizational objectives (Giorgi et al., 2021; Heikoop et al., 2017). Conversely, a lack of teamwork can lead to organizational inefficiencies, declining morale, and reduced motivation, contributing to negative employee behaviors (Hussein, 2011).

When effectively implemented, teamwork enables employees to leverage their individual strengths while contributing to collective outcomes. This reduces workplace stress, distributes responsibilities more evenly, and fosters a sense of accountability among team members. Tveritinov (2018) highlights that teamwork significantly enhances employee behavior by cultivating a sense of responsibility and collaboration, which, in turn, supports organizational success (Begley & Zimmermann, 2019; Garcia et al., 2021). The Performance Management System (PMS) thrives in environments where teamwork is embedded as a core value. Effective teamwork improves organizational efficiency, optimizes resource utilization, and fosters a culture of continuous improvement (Choi et al., 2018; Padilha et al., 2017). Teams, as essential building blocks of organizations, enable the alignment of individual and group efforts with strategic objectives, ensuring that PMS processes are more effective and impactful (McShone, 1998; Kohan & Fathi, 2020).

The Resource-Based View (RBV) underscores the significance of teamwork in harnessing an organization's most valuable resource its employees. By fostering creative collaboration and shared problem-solving, teamwork enhances the overall performance of the PMS and improves employee engagement (Cildoz et al., 2017; Heikoop et al., 2019). Research has established a strong positive correlation between teamwork and the efficacy of PMS, with organizations achieving better performance

outcomes and alignment with strategic goals when teamwork is prioritized (Kokoroko & Sanda, 2019; Tentama et al., 2019).

The RBV suggests that teamwork allows organizations to maximize their human capital by facilitating collaboration and innovation. Teamwork also enhances performance management efficacy by distributing workloads evenly and encouraging mutual accountability (Slater et al., 2021). Furthermore, a culture of teamwork fosters trust and respect among employees, which positively influences their behavior and commitment to organizational success (Choi et al., 2018; Warm et al., 2018).

H (16): The performance management system (PMS) at the Abu Dhabi Ministry of Interior is significantly impacted by teamwork.

H (17): Employee behavior in the Ministry of Interior is significantly impacted by teamwork.

2.7.10 Employee's Behaviour and Effective Performance Management System (PMS)

Employee behavior plays a pivotal role in shaping the effectiveness of Performance Management Systems (PMS). Behavior in the workplace is a subject of study across multiple disciplines, including organizational psychology, sociology, and management science (Walk & Kennedy, 2017). These fields provide diverse perspectives on how employee behavior impacts organizational performance and the efficiency of PMS. From a psychological standpoint, employee behavior is influenced by individual experiences and attitudes, while sociological approaches emphasize the role of organizational conditions and culture (Anyim, 2019; Steers & Lee, 2017). Employee behavior in organizations is a function of various factors, including personal attitudes, workplace conditions, and organizational norms (Gonca & Palaci, 2019; Tsvetkov et al., 2019). The effectiveness of PMS depends on aligning these behaviors with organizational goals, which requires a nuanced understanding of the specific conditions

within the organization (Patra et al., 2019; Rizvi, 2017). Fields such as labor law, industrial sciences, and occupational medicine also contribute insights into managing employee behavior to enhance performance (Mone & London, 2018; Priyanto et al., 2021).

Research has identified both stable and dynamic characteristics that influence employee behavior. Stable characteristics, such as personality traits, are often used in recruitment and selection processes, while dynamic characteristics, such as attitudes and skills, become the focus of employee development initiatives (Khotsa & Sebola, 2020; Whittington et al., 2017). For example, team development programs and industrial engineering practices aim to shape behaviors that align with organizational objectives by creating conducive environments and structures (Agarwal, 2020; Jagath Kumara, 2017). Positive employee behavior contributes to a supportive work environment, which, in turn, enhances organizational performance. Employees who exhibit proactive and collaborative behaviors foster innovation, reduce workplace conflict, and increase productivity, all of which improve the effectiveness of PMS (Agarwal, 2020; S. Soomro & Roques, 2018). Conversely, negative behaviors, such as absenteeism and disengagement, undermine organizational goals and the functionality of PMS.

The Resource-Based View (RBV) positions employees as an organization's most valuable resource, emphasizing that their behavior directly impacts PMS effectiveness. Positive behaviors ensure that PMS processes such as goal setting, feedback, and performance evaluations are not only effective but also aligned with organizational objectives (Amegbe et al., 2018; Udayangani & Aslam, 2019). Conversely, negative behaviors create inefficiencies in these systems, reducing their reliability and impact. Studies confirm a strong correlation between employee behavior and PMS efficacy. For instance, Igberaharha (2018) and Mishra (2017) found that organizations with higher

levels of employee engagement and cooperation achieve superior performance outcomes. Positive behaviors, such as adaptability and initiative, are central to leveraging PMS as a tool for achieving strategic success (Xini Hu, 2021; Safi et al., 2018). Employee behavior also serves as an indicator of an organization's overall health, influencing perceptions of PMS fairness and effectiveness (Frempong & Dwomoh, 2017; Yong, 2019).

The Resource-Based View (RBV) suggests that understanding and managing employee behavior is critical for maximizing the value of human resources. Employees' behaviors are a driving force behind organizational success or failure, and their alignment with PMS processes ensures that organizational objectives are met efficiently and effectively (Amegbe et al., 2018; Udayangani & Aslam, 2019). By fostering a culture of positive behavior, organizations can enhance collaboration, innovation, and overall performance, which strengthens the PMS's ability to meet its goals.

H (18): The efficacy of the performance management system (PMS) at the Abu Dhabi Ministry of Interior is significantly impacted by employee behavior.

2.7.11 Mediation of Employee's Behaviour

Employee behavior is a critical factor in organizational dynamics, significantly influencing performance outcomes and serving as a mediator between organizational variables and the effectiveness of Performance Management Systems (PMS). Behavioral patterns vary among individuals and are shaped by circumstances, stress management abilities, and workplace interactions (Walk & Kennedy, 2017). Responsible and professional behavior fosters a positive work environment, contributes to organizational harmony, and enhances productivity. Conversely, unprofessional behavior such as conflicts with colleagues, disregard for workplace norms, or unethical

practices can disrupt operations, diminish morale, and harm organizational reputation (Cunningham, 2017; Nazir, 2019).

Employee behavior is shaped by several factors, including organizational culture, managerial practices, and job security. Effective managers play a pivotal role in influencing workplace behavior by guiding their teams, offering support, and fostering an inclusive and respectful environment (Ananda et al., 2019; Jang & Song, 2018). Leaders who motivate employees and invest in their development help cultivate positive behaviors such as collaboration, adaptability, and engagement (Khotosa & Sebola, 2020; Whittington et al., 2017). On the other hand, hostile or unsupportive managerial practices can lead to negative behaviors, including absenteeism, disengagement, and turnover (Gružauskas et al., 2018; Santalova et al., 2017). Organizations must ensure that workplace policies and procedures are clear and consistently enforced to maintain behavioral standards. Moreover, fostering openness and trust between employees and management is critical for sustaining positive behavior and morale (Almohtaseb et al., 2020; Van Waeyenberg & Decramer, 2018).

The behavior of employees has a direct impact on the operations and effectiveness of PMS. Positive behaviors such as teamwork, respect for colleagues, and proactive problem-solving contribute to a collaborative work environment, improving the reliability and functionality of PMS (Igberaharha, 2018; Udayangani & Aslam, 2019). Conversely, negative behaviors, such as lack of cooperation or unethical practices, can undermine PMS processes, leading to inefficiencies and increased costs (Xini Hu, 2021; Yong, 2019). For example, when team members fail to collaborate effectively, performance evaluations may be skewed or incomplete, compromising the integrity of PMS. On the other hand, cohesive and well-behaved teams enhance PMS processes by

ensuring that evaluations are based on accurate and consistent performance data (Šajgalíková & Copuš, 2018; S. A. Soomro et al., 2020).

The Resource Reliance Theory highlights the mediating role of employee behavior in optimizing organizational resources. Employee behavior directly influences how resources are utilized, wasted, or mismanaged within the organization (Alrubaie et al., 2020; Eronen et al., 2021). Positive behavior ensures that resources whether human, financial, or technological are used efficiently, contributing to improved organizational outcomes and PMS effectiveness. Researchers have found that employee behavior mediates the relationship between various organizational variables and PMS effectiveness. For instance:

Empowerment: Positive behavior facilitates the successful implementation of empowerment strategies, ensuring that employees take ownership of their roles and responsibilities (Abazeed, 2018; Delaney et al., 2018).

Recognition and Respect: Employees who feel respected and recognized exhibit behaviors that align with organizational goals, reinforcing PMS processes (King & Vaiman, 2019).

Professional Development: Training and skill-building programs encourage employees to adopt productive behaviors that improve performance outcomes (Osman, 2019).

Tools and Resources: Access to appropriate tools enhances employee satisfaction and enables effective task execution, which positively influences PMS effectiveness (Folmsbee et al., 2018).

Employee behavior acts as an intermediary that connects these variables with the overall functionality of PMS. Examining this mediating role is crucial for

understanding how organizations can optimize PMS processes and address gaps in performance management systems.

The Resource Reliance Theory supports the notion that employee behavior mediates the relationship between organizational variables and PMS outcomes. This theoretical foundation underscores the importance of managing employee behavior to ensure resource optimization and performance alignment.

In light of the previous debate, the mediation hypotheses as follows:

H (19): Employee's behaviour mediates the relationship between empowerment and performance management system effectiveness (PMS).

H (20): Employee's behaviour mediates the relationship between compensation and effectiveness of the performance management system (PMS).

H (21): Employee's behaviour mediates the relationship between vision, mission and goal, and effectiveness of the performance management system (PMS).

H (22): Employee's behaviour mediates the relationship between stress and workloads, and performance management system effectiveness (PMS).

H (23): Employee's behaviour mediates the relationship between the job suitability and effectiveness of the performance management system (PMS).

H (24): Employee's behaviour mediates the relationship between professional development and effectiveness of the performance management system (PMS).

H (25): Employee's behaviour mediates the relationship between tools and effectiveness of the performance management system (PMS).

H (26): Employee's behaviour mediates the relationship between respect and recognition, and effectiveness of the performance management system (PMS).

H (27): Employee's behaviour mediates the relationship between teamwork and effectiveness of the performance management system (PMS).

2.8 Summary

The UAE government has made developing and recruiting talent a top priority in response to the increased demand from Emiratis for employment. In an attempt to decrease the need for public sector personnel and increase the number of Emiratis who profit from economic growth, so-called settlement conditions have been put in place. The JDR demand model, the Theory of Work Adjustment (TWA), Herzberg's Motivation-Hygiene Theory, and the Resource-Based View Model (RBV) are the four theories that influence the construction of the model and its interactions. This specific study offered suggestions on how to improve the performance management system by influencing management practices on employee behavior. These included tools, compensation, empowerment, respect and recognition, teamwork, stress and workloads, job suitability, professional development, and vision, mission, and goal. Additionally, the worker's actions are serving as a mediator.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research design is covered in this chapter in order to meet the research objectives, which include studying the conceptual framework and how managerial practices affect employee behavior in order to improve the performance management system. These constructs include job suitability (JS), professional development (PD), tools (T), respect and recognition (RR), empowerment (E), compensation (C), vision, mission, and goal (VMG), stress and workload (SW), and team work (TW). The chapter's content also includes information about the kind of data that will be collected, how it will be collected, the instrument that will be used to collect it, details about the target population and sample for this particular study, the sampling strategy that was employed, how the data will be analyzed, and ethical considerations that were taken into account at every stage of the investigation.

3.2 Research Design

This research is quantitative and exploratory in character. Quantitative research uses numerical or measurable data to validate social phenomena. It is based on statistical data analysis and produces results and statements that are trustworthy and legitimate. It is a more specialized form of scientific study of society, looking at attitudes,

presumptions, beliefs, trends, classes, and laws in the community and offering a deeper understanding of the populace. According to Sharp (2009), social science research is grounded in empirical observations and reasoning. Due to its deductive character, social research aims to verify ideas through data gathering and analysis, and its objectives include description, explanation, and examination/exploration. Systematic attempts are made to collect, examine, and evaluate data that explains the ways in which social traits, behaviors, and interactions between individuals and groups influence one another in social research.

The desire to effectively accomplish the objectives of this study informed the researcher's choice of the quantitative methodology approach. The reason for this choice is that the researcher wants to validate the relationships that exist among the study variables this, is in line with the opinions of (Kelley et al., 2003) and (Leedy & Ormrod, 2001) who postulates that quantitative research methodology helps in building, validating as well as proving relationships among variables to be able to generalize. More so, the choice of quantitative research methodology has so many comparative advantages if compared with say qualitative research, such as time consciousness (it does not take much time compared to qualitative researches), cost effectiveness, (it does not consume much resources) and it also has a very good advantage of studying large sample (Zawawi, 2007).

This study also uses a cross-sectional, because the data collected in this research is in one time and have no chronical period (Clark & Creswell, 2010). Moreover, the researcher aims to collect data that reflects respondents' opinion and attributes that cannot be obtained from other sources such as secondary sources (Babbie, 2010; Watson, 1998). With regard to this study, the research design and tools are justified.

The following section discussed the different phased of the research process. Figure 3.1 shows the search process and its stages.

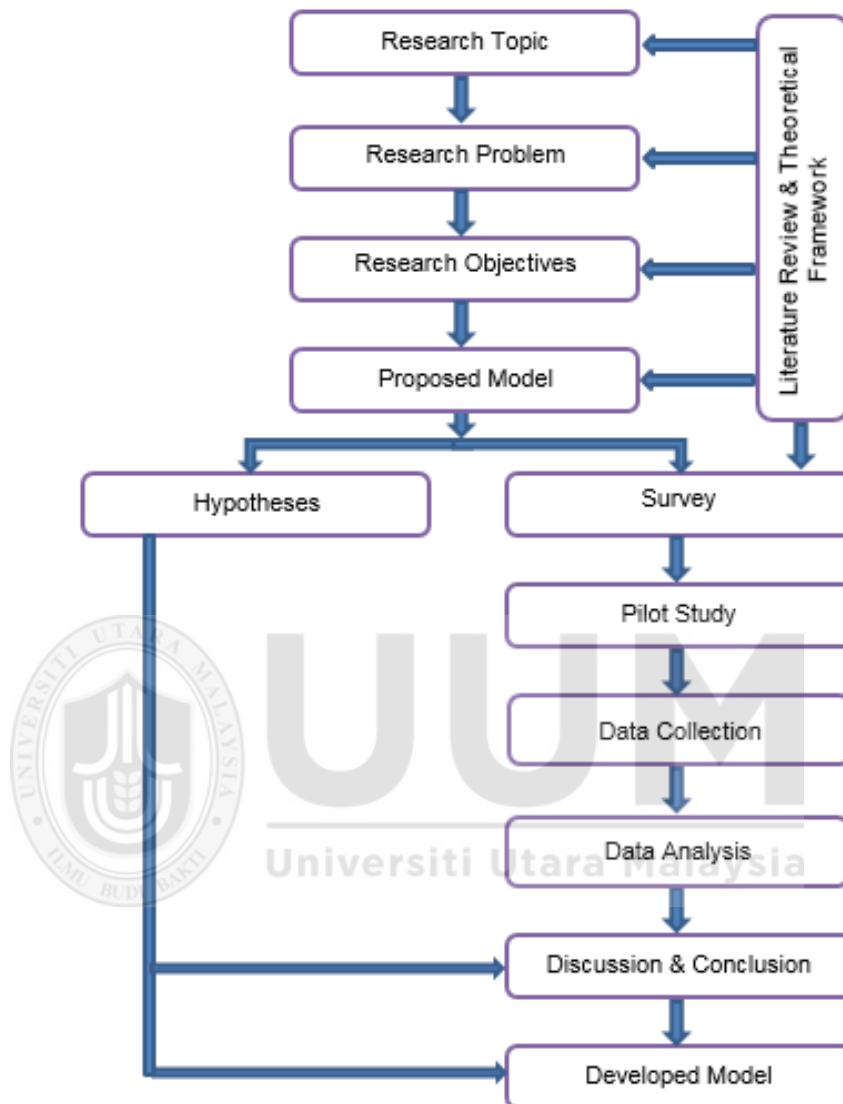


Figure 3.1: Research Design

This research contains the following design properties:

- Research Philosophy - Positive Research.
- Research methodology - deductive approach.
- Research methods - quantitative research.
- Research Strategy - Experimental study using survey.

- Data collection and data analysis - quota sampling, direct data collection, statistical analysis based on regression coefficients as a method of predicting.

3.3 Questionnaire – Design, Validity, and Reliability

The study utilized a structured questionnaire to gather data on organizational management practices, employee behavior, and the performance management system (PMS) within the Ministry of Interior (MoI) in Abu Dhabi. A questionnaire was selected as the primary instrument due to its efficiency in collecting standardized responses from a large sample, aligning with the study's quantitative approach (Creswell & Creswell, 2017). The design of the questionnaire was informed by prior research and tailored to reflect the unique cultural and organizational context of the MoI. This study relied on primary data collection, as publicly documented data was unavailable and the focus was on measuring respondents' perceptions, attitudes, and opinions. López-Gamero et al. (2009) and Wagner (2007) emphasized that in the absence of secondary data, understanding individuals' perceptions of organizational and social aspects becomes critical.

3.3.1 Questionnaire Structure

The questionnaire was carefully structured to mitigate potential obstacles, such as response biases and data integrity issues, following best practices recommended by Organ et al. (2006) and Hair et al. (2010). The survey questions were grouped into logical sections, each focusing on specific constructs to maintain clarity and organization. To enhance response quality, safeguards were implemented, including the use of anonymous responses, appropriate Likert-scale item designs, and clear differentiation between constructs. The questionnaire utilized a 5-point Likert scale, which ranged from "strongly disagree" to "strongly agree." This choice balanced

simplicity and respondent engagement, as supported by Krosnick (1999). While alternative scales (e.g., 7-point or 10-point Likert scales) offer greater granularity, the 5-point scale was deemed more suitable to improve data reliability and minimize response fatigue (Malhotra, 2004). The structure adhered to guidelines emphasizing simplicity and clarity, avoiding leading questions or statements that could bias responses (Oppenheim, 1992). The design further aimed to reduce respondents' anxiety, ensure straightforward comprehension, and collect data efficiently (Warwick & Lininger, 1975).

3.3.2 Questionnaire Design and Items

The questionnaire was designed as the primary tool for data collection, with questions carefully crafted to address the study's research objectives and hypotheses. The design process relied on a combination of adopted and adapted items from validated scales in existing literature, ensuring theoretical rigor while tailoring the instrument to the unique organizational and cultural context of the Ministry of Interior (MoI) in Abu Dhabi. Adopting established measures ensured the reliability and validity of the constructs, while adaptations focused on improving clarity, relevance, and cultural sensitivity for the target respondents. Questions were grouped under key variables based on the study framework, which included constructs such as performance management systems (PMS), employee behavior, technology adoption, and human resources management practices. For example, items measuring PMS (e.g., "The senior manager I report to periodically reviews my activity's results with me") were adapted from Cavalluzzo and Ittner (2004) and Pradhan and Chaudhury (2012), ensuring alignment with theoretical models while reflecting the organizational context of the MoI. Similarly, questions on employee behavior, such as loyalty, punctuality,

and turnover intentions, were adapted from Katou (2012) and Katou and Budhwar (2006, 2010).

The questionnaire also incorporated constructs such as vision, mission, and goals, compensation, empowerment, stress and workload, job suitability, professional development, teamwork, and respect and recognition. These constructs were measured using items adopted from studies by Hawkins (2016), Agarwal and Dewan (2016), and others. For instance, items related to empowerment (e.g., "I have the freedom to make the decisions necessary to do my job well") were drawn from Hawkins (2016) but modified to reflect the hierarchical nature of the MoI. Furthermore, items assessing stress and workload (e.g., "My workload is manageable") were simplified and culturally neutral to ensure clarity and relevance for a diverse workforce.

The Likert scale was chosen as the response format for the questionnaire, providing a consistent and standardized approach to measuring participants' perceptions. A 5-point Likert scale was utilized, ranging from "strongly disagree" to "strongly agree," as it was deemed most appropriate for balancing simplicity and depth while minimizing response fatigue (Krosnick, 1999; Malhotra, 2004). The 5-point scale also helped reduce opinion bias and allowed respondents to express their levels of agreement clearly and efficiently.

The questionnaire underwent modifications to suit the bilingual nature of the MoI's workforce. An English version was initially developed, and the questions were then translated into Arabic following Harvard's rigorous translation guidelines. This included back-translation to ensure equivalence between the original and translated versions. The bilingual design improved accessibility and ensured inclusivity across the Ministry's diverse employee base, which includes both Emirati nationals and expatriates.

To provide transparency, a comprehensive list of the variables and their corresponding sources was documented in table 3.2.

Table 3.2: Summary of source of human resources management practices

Variable	Source
Human Resources Management Practices	Hawkins (2016); Agarwal & Dewan (2016)
Performance Management System (PMS)	Cavalluzzo & Ittner (2004); Pradhan and Chaudhury (2012); Katou (2012); Katou & Budhwar (2006, 2010)
Technology Adoption	Fan et al. (2012); Tan et al. (2009); Lee et al. (2011)
Employee Behaviour	Cavalluzzo & Ittner (2004); Pradhan and Chaudhury (2012); Katou (2012); Katou & Budhwar (2006, 2010); Lee et al. (2011)

The list of questions is as follows:

Effective PMS – Items adapted from Cavalluzzo and Ittner (2004), Fan et al. (2012), Pradhan and Chaudhury (2012).

- Quality of employees and mentoring provided is one of the performance measures for my activities
- Overall employees' results are one of the performance measures for my activities
- employees' opinion and satisfaction are one of the performance measures for my activities
- Colleagues at my level are held accountable for the results of their activities
- The senior manager (supervisor or dean) I report to periodically reviews my activity's results with me
- Staff in my work receive positive recognition for helping the organization accomplish strategic goals
- I use performance measurement information for Setting new or revising existing performance goals
- Decisions by management above my level are based on results-oriented performance information

Employee Behaviour – Items adapted from Katou (2012), Katou and Budhwar (2006, 2010).

- I rate my ‘absences’ in the organization as very small
- I rate my ‘number of disputes’ in the organization as very small
- I believe that my ‘voluntary leave’ of the organization is very small
- I feel loyal to my organisation
- I am always punctual in my work activities

Vision, Mission & Goals – Items adapted from Hawkins (2016), and Agarwal & Dewan (2016)

- The vision, mission, and goals of my department are communicated well.
- My department is taking steps to ensure the long-term success of its vision, mission, and goals.
- I understand the company’s goals and the link between my work and these objectives
- The vision, mission, and goals of the organisation is known well to all employees.
- The majority of employees understand the contribution of their job to the strategic objectives of the organisation.

Compensation – Items adapted from Hawkins (2016), and Agarwal & Dewan (2016)

- I am I am paid fairly for the work I do.
- My benefits meet my (and my family’s) needs well.
- The organisation has a clear and fair structure for salaries and benefits.
- All employees feel fairness as the payments and benefits are adequate.
- All employees are paid fairly for the work they do.

Empowerment – Items adapted from Hawkins (2016), and Agarwal & Dewan (2016)

- I have opportunities to provide input into decisions that affect my work.
- I have the freedom to make the decisions necessary to do my job well.
- I have the opportunities I need to implement new ideas.
- The managerial approach of the organisation provide every employee the opportunity to contribute in quality decisions
- All employees have the ability to implement new ideas to enhance their job tasks

Stress & Workload – Items adapted from Hawkins (2016), and Agarwal & Dewan (2016)

- My workload is manageable.
- My work-related stress is manageable.
- I have enough time to perform my duties in proper quality.
- I do not take my duties home with me. I have a good work/life balance
- The majority of employees have enough time to perform their duties in proper quality.

Job Suitability – Items adapted from Hawkins (2016), and Agarwal & Dewan (2016)

- My job is a My job is a good fit with my skills and interests.
- My work is meaningful.
- I understand the company's goals and the link between my work and these objectives
- The organization has a clear policy for assigning every employee to the suitable job match with his abilities and skills.
- The majority of employees are allocated in suitable jobs mapped to their skills and abilities.

Professional Development – Items adapted from Hawkins (2016), and Agarwal & Dewan (2016)

- I have adequate opportunities to develop my skills.
- My organization supports my work-related learning and development.
- The quality of training and development I have received is satisfactory.
- The training and development is organized well with any future development in the job career.
- All employees have adequate opportunities to develop my skills

Tools – Items adapted from Hawkins (2016), and Agarwal & Dewan (2016)

- The computer-based tools (e.g., hardware, software) I have access to help me excel in my job.
- The non-computer-based tools (e.g., office or outdoor equipment) I have access to help me to excel in my job.
- I have the resources, support, and tools to accomplish all of my tasks in an efficient manner
- In case of emergent needs for additional resources or privileges, management will take immediate actions to facilitate my needs.
- All employees have the resources, support, and tools to accomplish all of their tasks in an efficient manner

Respect and Recognition – Items adapted from Hawkins (2016), and Agarwal & Dewan (2016)

- A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.
- My work unit values diversity in people and backgrounds.
- My supervisor or manager acknowledges me with praise and recognition for exceptional effort
- Employees with outstanding performance normally receive a suitable praise and appreciation.

- The organisation has the organisational culture of recognizing talents and heroes at work

Teamwork – Items adapted from Hawkins (2016), and Agarwal & Dewan (2016)

- I have positive working relationships with my co-workers.
- Members of my team communicate effectively with each other.
- When needed, members of my team help me get the job done.
- When the job done members share the success together
- All employees have positive working relationships with their colleagues

3.3.3 Questionnaire Validity (Experts' Panel)

To ensure content validity, a panel of five qualified experts from both academic and professional sectors was invited to evaluate the measurement instrument. The panel included three university professors specializing in human resource management and organizational behavior, and two senior practitioners from the Ministry of Interior with direct experience in performance management systems. The selection ensured subject-matter expertise and relevance to the UAE public sector context.

The panel members were:

Name	Affiliation	Job Title	Email
Prof. Ahmad Al-Mansoori	UAE University	Professor of Human Resource Management	ahmad.m@uaeu.ac.ae
Prof. Lina Al-Qasimi	Zayed University	Professor of Organizational Behavior	l.qasimi@zu.ac.ae
Dr. Yusuf Hassan	University of Sharjah	Associate Professor – Public Sector Leadership	y.hassan@sharjah.ac.ae
Mr. Salem Al Mazrouei	Ministry of Interior (Abu Dhabi)	Director of HR Performance Evaluation	s.mazrouei@moi.gov.ae
Ms. Fatima Al-Najjar	Ministry of Interior (Abu Dhabi)	Senior Manager – Strategy and Talent Management	f.najjar@moi.gov.ae

These experts reviewed the first draft of the questionnaire and provided structured feedback on:

- The relevance of each item to the construct being measured
- Clarity and cultural appropriateness of wording (for both English and Arabic versions)
- Logical sequencing of the items and alignment with theoretical dimensions

Based on their feedback, modifications were made to phrasing, item grouping, and the balance between negative and positive items to reduce bias. The content was further subjected to face validity testing with a group of 10 non-sample participants from the Ministry of Interior to assess clarity, timing, and comprehension.

Following the expert panel review summarized in the table above, the questionnaire underwent a rigorous validation process to ensure content accuracy, clarity, and relevance. The expert panel was asked to assess whether each item effectively measured the intended construct. Their feedback focused on item phrasing, conceptual alignment, and logical sequencing. Based on the experts' observations, which emphasized the principle of "measuring what is meant to be measured," substantial revisions were made to improve item clarity and alignment with the theoretical framework. Comments from both academic and professional experts were synthesized to produce a revised second draft.

The instrument, originally developed in English, was subsequently translated into Arabic using Harvard's back-translation methodology. This approach involved multiple translators independently translating and then re-translating the items to ensure semantic and conceptual equivalence between the original and translated versions.

To further verify the questionnaire’s comprehensibility and face validity, a trial version was administered to a group of 10 individuals from the target population (but not part of the actual sample). This field testing was conducted simultaneously across all participants, and their completion time, response behavior, and any difficulties encountered were observed and documented. A brief informal debriefing followed the session to capture qualitative feedback on the items’ clarity and relevance. Insights from this stage informed final refinements, leading to the third draft, which was used for pilot testing prior to full deployment of the survey.

Instrument Validation Stages Summary

Stage	Activity	Purpose
Pre-Validation	First draft developed based on prior validated scales	Ensure coverage of theoretical constructs and relevance
Expert Review	Reviewed by 5 experts (3 academics, 2 professionals)	Assess content validity, item clarity, and cultural suitability
Face Validity	10-person trial run (not part of the main sample)	Evaluate user comprehension, time required, item difficulty
Pilot Testing	Minor adjustments post-face validity; tested on 30 respondents	Test internal consistency and reliability (Cronbach’s alpha)
Final Version	Finalized bilingual questionnaire (English & Arabic)	Used for full distribution to target population

3.3.4 Questionnaire Reliability (Pilot Study)

To lessen the chance of instrumentation mistake and, thus, increase the reliability of data collection, the internal consistency technique was utilized to evaluate the pre-test observation schedule's dependability. 38 respondents from the Abu Dhabi Interior Ministry participated in a pilot study to assess the questionnaire's validity and reliability. Generally speaking, no more than 10% of the sample should be used for a pilot test (Creswell, 2003). Thus, the recommended size is the one that has been recommended during the pilot test. In order to find any equipment or design defects and to provide accurate data for sample selection, a pilot study is conducted (Cooper & Schindler, 2003).

Hairet al. (2010) state that a measure's dependability is an indication of its stability over time as well as an assessment of its degree of consistency across many variable measurements (Easterby-Smith, Thorpe, & Lowe, 2002). Moreover, the degree of objectivity of a measure ensures consistent measurement throughout time and across the many components in the instrument, contributing to its dependability (Sekaran, 2009). A minimum of 0.70 Cronbach's alpha is considered adequate, according to Hair et al. (2016). A separate researcher, however, offered a lower figure and considered Cronbach's alpha, which is higher than 0.50 and considered suitable (Kerlinger & Lee, 2000).

Table 3.1; Reliability Analysis of Study Variables

Variables	Number of Items	Cronbach's Alpha
Project Management Systems	8	0.863
Employee's behaviour	5	0.865
Vision, Mission and Goal	5	0.844
Compensations	5	0.851
Empowerment	5	0.856
Job Suitability	5	0.823
Stress and Workloads	5	0.744
Tools	5	0.741
Professional Development	5	0.822
Teamwork	5	0.801
Respect and Recognition	5	0.799

All of the scales exhibit a good level of reliability, according to the reliability study results shown in Table 3.1 (Cronbach's alpha surpasses the minimal value of 0.7). As a result, it may be said that the dependability of the measurements is enough.

Table: Instrument Development and Validation Stages

Stage	Key Activities	Outcome
Before Validation	- Designed questionnaire based on literature review and research objectives.	- Initial questionnaire draft with items targeting key constructs (e.g., empowerment, stress management).
	- Ensured coverage of variables like empowerment, compensation, and PMS.	- Comprehensive instrument addressing all theoretical constructs.
During Validation	- Reviewed by research team for clarity and relevance.	- Preliminary refinement of items for internal consistency.
	- Panel of experts reviewed questionnaire for content validity.	- Feedback on relevance, clarity, and comprehensiveness of items.
	- Conducted a pilot study with a small sample (e.g., 30–50 participants).	- Assessed reliability (e.g., Cronbach's alpha) and item correlations.
Final Questionnaire	- Made adjustments based on pilot findings and expert feedback.	- Refined and validated instrument for final deployment.
	- Administered the validated questionnaire to the full study sample.	- Robust data collected with validated measures ensuring reliability and validity.
	- Applied statistical techniques (e.g., factor analysis, SEM).	- Construct-level evaluation and hypothesis testing.

3.4 Study Population, Sample Size and Sample Selection Techniques

3.4.1 Study Population

The research population refers to a defined group of individuals or entities identified as having characteristics relevant to the study. In this research, the target population encompasses all employees of the Ministry of Interior (MoI) in Abu Dhabi, recognized as a pivotal institution within the UAE's public sector. The MoI employs a diverse workforce of approximately 35,000 individuals, consisting of administrative staff, law enforcement officers, and technical personnel. These employees are distributed across key departments, including policing, cybersecurity, and community services, addressing critical national security and public safety challenges (Abu Dhabi Vision 2030, 2023; Ministry of Interior HR Report, 2023).

The target population represents all MoI employees to whom the study findings aim to generalize. Conversely, the accessible population includes those employees directly available for participation in the research during the specified timeframe. Gender

representation has improved significantly in recent years, with females now comprising 28% of the workforce, indicating progress in promoting gender balance within the institution (Ministry of Interior HR Report, 2023). Additionally, 65% of the workforce are Emirati nationals, reflecting the successful implementation of Emiratization policies, while expatriates, making up the remaining 35%, occupy specialized roles that require unique expertise (Abdouli & Saifan, 2023).

The population's educational profile is another critical aspect, with more than 80% of employees holding at least a bachelor's degree, and an increasing number pursuing postgraduate qualifications in leadership, public administration, and technical disciplines. This highly educated workforce strengthens the Ministry's capacity to achieve its strategic goals and supports the UAE's Vision 2030 objectives for sustainable development and innovation in public administration (Abu Dhabi Vision 2030, 2023). This study focuses on the accessible population within the MoI to explore the relationship between organizational management practices, employee behavior, and the effectiveness of the performance management system (PMS). The selection of this population is justified by the Ministry's critical role in advancing public administration standards and implementing state-of-the-art management systems.

3.4.2 Sample Size

Sridhar (2009) states that a sample is a portion of an aggregate from which an inference more specifically, a statistical inference is drawn about the aggregate. The selection of a sample is inevitable since researchers typically are unable to see every member of the group they are researching directly (Herek et al., 2010). Researchers no longer have to worry about the stress of computation thanks to Krejcie and Morgan's (1970) simpler method of obtaining a suitable sample size utilizing a specified formula and detailed table regarding a certain population figure. Nevertheless, the researcher made an attempt and used the procedure to determine the sample size. Consequently:

$$n = \frac{Nz^2p(1-p)}{e^2(N-1) + z^2p(1-p)}$$

P stands for the population's percentage in this study, which is taken to be 0.50 in order to get the largest sample size possible (Krejcie & Morgan, 1970). Furthermore, N denotes the population size, which was equivalent to 15,000; d denotes the degree of accuracy, which in this case is based on 5% level = 0.05; and X2 indicates the freedom of the required confidence level, which is 3.841. Because of this, the sample size was determined in the sequence listed below.

$$\begin{aligned} &= \frac{15000 \times 3.841 \times 0.50 \times 0.50}{0.0025 \times 14999 + 3.841 \times 0.25} \\ &= \frac{15000 \times 3.841 \times 0.25}{37.4975 + 0.96025} \\ &= \frac{14403.75}{38.45775} \\ &\approx 374.46 \end{aligned}$$

This study chose 375 as the required sample size because it is not significantly different from the values provided in the Krejcie & Morgan (1970) table. Based on the population figure for this study, which is 15000, and the results obtained in the calculation, approximately 375 appeared as the required sample size for this study.

Table 3.2: Sample Size Table Based on Study population

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

According to Bartlett et al. (2001), in order to attain a significant response rate, researchers recommended increasing the population size by at least 50% of the necessary sample. As a result, 150% of the sample size will be the target sample.

Furthermore, Hair et al. (2010) recommended that the sample size be ten times the total number of maximal predictors in each of the design's regression models. This reasoning suggests that the desired sample should be significantly larger than the minimal sample size of 80. For this reason, the study's goal sample size is 375.

3.4.3 Sample Selection Techniques

The sample for this study was drawn from employees working across various departments within the Ministry of Interior (MoI) in Abu Dhabi. The selection process was guided by a stratified random sampling approach to ensure fair representation of employees across different functional roles, hierarchical levels, and demographic profiles (Creswell & Clark, 2017). The sampling frame included employees from administrative, technical, and operational roles, aligning with the study's focus on performance management practices and employee behavior. This approach allowed for comprehensive insights into organizational practices within a diverse workforce.

The data collection process was facilitated through coordination with the Ministry's Human Resources Department. Formal approval was obtained from the Ministry's leadership to conduct the study, ensuring access to employee contact details and departmental records while maintaining strict confidentiality protocols (Ministry of Interior HR Report, 2023). Employee participation was voluntary, and invitations were sent via the Ministry's internal email system and official communication channels to maximize outreach.

The survey was conducted between September 2023 and December 2023, a period strategically selected to avoid peak operational periods within the Ministry. This ensured that employees had adequate time to respond thoughtfully to the questionnaire. Pre-survey notifications were sent to familiarize participants with the study's purpose and assure them of anonymity. A two-week window was provided for completing the survey, with reminders issued mid-way to encourage higher response rates (Abu Dhabi Vision 2030, 2023).

To ensure the survey reached the intended target audience, several measures were implemented. First, the survey instrument was distributed electronically via the

Ministry's secure internal platform, which allowed for direct dissemination to employees across all departments. Second, reminders and follow-ups were conducted to encourage participation from underrepresented groups, such as technical staff and junior-level employees. Third, the survey was designed to be accessible in both English and Arabic, addressing the linguistic preferences of the diverse workforce and enhancing inclusivity (Abdouli & Saifan, 2023). Finally, confidentiality and anonymity were emphasized to foster trust and encourage honest responses. These measures ensured that the survey effectively captured data from the intended sample and minimized biases in the data collection process.

3.5 Data Collection Techniques

To ensure comprehensive, reliable, and representative data, this study employed a structured data collection process using a multi-phase, mixed-distribution strategy tailored to the operational environment of the Ministry of Interior (MoI) in Abu Dhabi. The primary data collection instrument was a standardized electronic questionnaire, carefully designed based on validated items from existing literature and adapted to reflect the cultural and institutional context of the MoI. The questionnaire was administered in both English and Arabic to accommodate linguistic diversity among employees.

The data collection process unfolded in three key stages: pilot testing, full distribution via internal channels, and follow-up reminders to enhance participation. Prior to full-scale deployment, a pilot study was conducted between September 1 and September 10, 2023, involving 30 employees drawn from administrative, technical, and operational departments. This phase aimed to assess the clarity, comprehensibility, and reliability of the survey items. Participants in the pilot study were selected purposively to reflect the diversity of the Ministry's workforce. Feedback received highlighted the

need for minor revisions in item wording and sequencing, particularly in the sections addressing empowerment, stress management, and professional development. The pilot yielded 25 valid responses, representing an 83% response rate, which confirmed the suitability of the instrument for broader application.

After incorporating pilot feedback, the final version of the questionnaire was distributed in two digital waves using the Ministry's internal email system and official employee portal. The first wave was conducted from September 15 to October 15, 2023, targeting a sample of 1,000 employees via internal email. The second wave occurred from October 16 to November 15, 2023, involving a distribution to an additional 800 employees through the secure employee portal. These channels were chosen due to their reliability, organizational reach, and alignment with the Ministry's internal communication protocols. The combined target sample was 1,800 employees, and a total of 1,400 valid responses were collected, resulting in a high overall response rate of 78%.

To maximize participation and data integrity, the research team implemented several supporting measures. Weekly reminders were sent throughout the data collection period, emphasizing the importance of the study and assuring participants of full anonymity and confidentiality. Participation was voluntary, and no identifying information was collected. Access to the survey was restricted to verified Ministry personnel to ensure the accuracy and relevance of responses. These procedural safeguards enhanced both the credibility and reliability of the dataset.

This comprehensive and ethically managed data collection process ensured that the final dataset was representative, high-quality, and suitable for the structural equation modeling (SEM) analysis used in the study.

Table 3.2: Summary of Data Collection Process

Distribution Channel	Date Range	Targeted Sample Size	Responses Received	Response Rate (%)
Internal Email System	September 15–October 15, 2023	1,000	800	80%
Ministry Portal	October 16–November 15, 2023	800	600	75%
Physical Copies (Pilot Study)	September 1–September 10, 2023	30	25	83%

3.6 Research Ethical Considerations

Ethical considerations were thoroughly addressed throughout the research process to ensure compliance with established guidelines and protect participants' rights and well-being. The study adhered to the principles of autonomy, beneficence, non-maleficence, and justice, as outlined in research ethics literature (Creswell & Creswell, 2017).

Participants were provided with detailed information about the study's purpose, objectives, and procedures before agreeing to participate. An informed consent form was included at the beginning of the online questionnaire, explaining that participation was entirely voluntary, responses would remain anonymous, and participants could withdraw at any time without consequences. By proceeding with the survey, participants gave their implied consent to take part in the research. No personally identifiable information was collected to ensure the anonymity of all participants. The data were encrypted and stored securely on a password-protected system to maintain confidentiality. Only the research team had access to the data, which were used exclusively for academic purposes. These measures complied with local data protection regulations and international standards, such as the General Data Protection Regulation (GDPR) (Hair et al., 2021).

The study was designed to minimize any risk of harm to participants. Questions in the survey were carefully worded to avoid sensitive or triggering topics that might cause

discomfort. Additionally, participants were informed that they could skip any questions they found distressing without any negative consequences. By providing this flexibility, the study ensured that participants could engage with the research in a manner that respected their well-being (Creswell & Creswell, 2017). Participation in the study was entirely voluntary, and participants were under no obligation to take part. The study made it clear that declining participation would not impact participants' professional roles or standing within the Ministry. Pre-survey notifications provided transparency by outlining the study's purpose, expected duration, and the nature of participants' involvement. This ensured that participants were fully informed before making the decision to participate.

Ethical approval for the study was obtained from the institutional review board (IRB) to confirm compliance with ethical guidelines. Furthermore, the study adhered to the Ministry of Interior's internal policies and local data privacy laws to ensure the secure handling of information. These approvals guaranteed that the research was conducted responsibly and aligned with internationally accepted ethical standards (Creswell & Creswell, 2017). All data were securely stored on encrypted systems to prevent unauthorized access. The data will be retained for three years to allow for potential audits or verification of the research findings. After this period, all data will be permanently deleted in accordance with institutional and legal guidelines (Hair et al., 2021). These practices ensured compliance with local and international regulations regarding data retention and protection. The research team took measures to minimize bias during data collection, analysis, and interpretation. The use of standardized questionnaires and objective statistical tools, such as PLS-SEM, ensured that the findings were data-driven and free from subjective influence. Transparency in the

methodology and reporting further strengthened the research's integrity (Hair et al., 2021).

3.7 Data Analysis Techniques

The data collected for this study were analyzed using quantitative methods to address the research objectives and test the proposed hypotheses. The analytical techniques were carefully selected to ensure the reliability, validity, and interpretability of the findings. The primary analysis method employed was Structural Equation Modeling (SEM), which provided a robust framework for examining the relationships between organizational management practices, employee behavior, and the performance management system (PMS).

The selection of a purely quantitative approach for this study was intentional and aligned with the research objectives, which focus on testing causal relationships among variables such as employee empowerment, professional development, workplace stress, and the effectiveness of the performance management system (PMS) within the Ministry of Interior (MoI) in Abu Dhabi. This approach supports the goal of producing statistically generalizable findings. Additionally, the use of Structural Equation Modeling (SEM) necessitates the collection of large-scale, standardized data to ensure robust measurement reliability, sufficient statistical power, and comprehensive model validation (Hair et al., 2021).

Although qualitative methods such as interviews or focus groups can provide deeper contextual insights, they are less appropriate in studies aiming to validate theoretical models, test hypotheses, and identify patterns across large populations. In the case of the MoI, the organizational structure and sensitivity of the institutional environment present practical limitations for qualitative data collection. Concerns related to confidentiality, potential response bias, and administrative restrictions made it difficult

to access in-depth personal accounts from employees. These constraints are consistent with findings from previous research in public-sector institutions (Al Nahyan et al., 2023).

Before conducting advanced statistical analyses, the dataset underwent extensive preliminary screening to ensure its quality and integrity. This included checks for missing data, outliers, and errors in data entry. Missing data were addressed using multiple imputation techniques to maintain the sample size and avoid biases (Hair et al., 2015). Outliers were identified through z-scores, Mahalanobis distances, and visual inspections of scatterplots. These steps were critical for ensuring that the dataset met the assumptions required for SEM.

Initially, descriptive statistics, such as means, standard deviations, and frequencies, were used to summarize the demographic characteristics of the sample and provide an overview of the data. Inferential statistics, such as t-tests and ANOVA, were employed to compare responses across subgroups, such as departments, job levels, and demographic categories. These analyses provided insights into the distribution of responses and ensured that the data were suitable for further analysis (Creswell & Creswell, 2017).

SEM was selected as the primary data analysis technique for several reasons. First, SEM allowed for the simultaneous examination of multiple dependent and independent variables, making it an ideal choice for analyzing complex relationships among the variables in this study. Second, SEM was well-suited for assessing both direct and indirect effects, which was essential for understanding the mediating role of employee behavior between organizational management practices and PMS outcomes. Third, SEM enabled the evaluation of latent constructs, such as employee engagement and perceptions of fairness, through the use of observed indicators. This capability was

critical for operationalizing abstract concepts that could not be directly measured (Hair et al., 2015).

The SEM analysis was conducted in two stages: the measurement model and the structural model. In the measurement model, confirmatory factor analysis (CFA) was used to test the reliability and validity of the constructs. The model fit was evaluated using indices such as the Comparative Fit Index (CFI), the Tucker-Lewis Index (TLI), the Root Mean Square Error of Approximation (RMSEA), and the Standardized Root Mean Residual (SRMR). Once the measurement model was validated, the structural model was tested to evaluate the hypothesized relationships between variables and the mediating effects of employee behavior (Aguinis, 2019).

SEM was chosen over alternative methods, such as regression analysis and exploratory factor analysis, because it provided a more comprehensive framework for analyzing complex models. Unlike regression analysis, SEM accounted for measurement error and allowed for the inclusion of latent constructs. Additionally, it enabled the examination of indirect effects, which were critical for testing mediation hypotheses. While exploratory factor analysis was useful for identifying underlying constructs, it lacked the confirmatory capabilities required for this study's theoretical framework (Creswell & Clark, 2017).

The data were analyzed using IBM SPSS (v27) for descriptive and preliminary statistical analyses and SmartPLS for SEM. SPSS facilitated data cleaning, descriptive statistics, and initial analyses, while SmartPLS enabled the construction and testing of the SEM model. Both tools were selected for their reliability, user-friendliness, and widespread acceptance in academic research.

Reliability was assessed using Cronbach's alpha for internal consistency and composite reliability (CR) for construct-level reliability. Both measures ensured that

the scales used in the questionnaire produced consistent results across different samples. Validity was evaluated through convergent validity, using Average Variance Extracted (AVE), and discriminant validity, by comparing the AVE with squared correlations between constructs (Hair et al., 2015). These measures ensured that the constructs accurately captured the intended concepts and were distinct from each other.

3.8 Summary

The study uses a deductive methodology, starting with a set of hypotheses and concluding with the hypotheses' conclusions. Due to the use of contrast and contrast methodologies, statistical analysis, and numerical measurements as its foundation, the study is classified as quantitative research. Since there is enough prior information in the topic to form preliminary hypotheses, the study is exploratory in nature, which makes it exploratory research. The investigation adheres to a methodical process that starts with assumptions and ends with acceptance or rejection, which makes it a scientific technique. The estimated 15,000 employees of the Ministry of Interior for Abu Dhabi make up the population under analysis. Based on Morgan sampling, the target sample size is determined to be 375, which is the right sample size for the population. As a result, the sample is the best method of gathering data for this specific study.

CHAPTER FOUR

ANALYSIS AND RESULTS

4.1 Introduction

This study is a quantitative study and this chapter will include the process of examining data to ensure that the data is good for use, as well as demographic analysis, descriptive analysis, reliability and validity assessments, relationships, and effectiveness evaluations. Furthermore, this study will use specialized statistical software SmartPLS and SPSS to obtain the results.

4.2 Data Screening

Data screening is the first vital step in data analysis. It is the process of cleaning the data of any unusual strange answers, which are classified as false answers. In order to ensure that all the cases used in the final analysis are good, there is a need to perform multiple steps to identify and clear incomplete, outliers or false answers.

The total distributed surveys are 650 cases and what has been collected is 495 cases. The researcher then did some cleaning process to make sure that any incomplete or strange answers are deleted. 94 cases (14.46%) were deleted due to incomplete answers. 33 cases (05.08%) were deleted due to identical answers to all questions, 6 cases (0.92%) were deleted due to the univariate examination of anomalous answers, and 5 cases (0.77%) were deleted due to the multivariate examination of anomalous answers. The final dataset includes 390 cases; this represents 60% of the questionnaires distributed. Table 4.1 shows the analysis of the data examination.

Table 4.1: Data Inspection Analysis

Process	Number of surveys	Percentage (%)
Distributed surveys	650	
Non returned cases	155	23.85%
Collected cases	495	76.15%
Incomplete answers	94	14.46%
Initial cases of analysis	401	61.69%
Cases with same answers	33	5.08%
Univariate Analysis (Z2)	6	0.92%
Multivariate Analysis (Mahanobis D2)	5	0.77%
Final valid dataset	390	60.00%

4.3 Respondent Profile

Respondent profile is the distribution of respondents' attributes in different classifications for each trait. For this particular study, there are six characteristics as follows:

- Gender
- Age
- Qualification
- Income
- Marital status



4.3.1 Gender

This demographic factor includes some categories, namely males and females, where the first category consists mainly of 289 respondents representing 74.2% of the total respondents. The second category, females, consists mainly of 101 respondents, representing 25.8% of the total respondents. While the total number of participants in this research consists of only 390 respondents. The table below shows the details mentioned.

Table 4.2: Demographic Analysis of Gender

	Number	Percentage
Gender	Male	289
	Female	101
	Total	390
		74.1 %
		25.9 %
		100 %

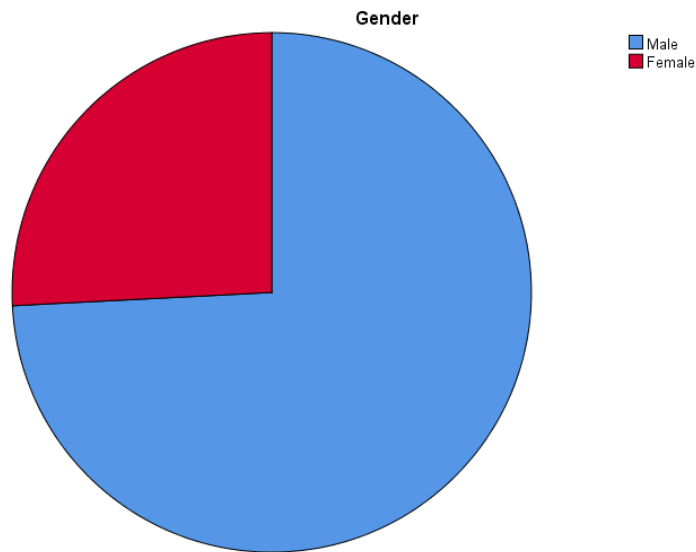


Figure 4.1: Demographic Analysis of Gender

4.3.2 Age

This demographic factor contains some categories: (18-25 years, 26-35 years, 36-45 years, 46-55 years, and over 55 years), where the first category, which is (18-25 years), consists mainly of 48 respondents, representing 12.2% of the total respondents, while the second category, which is (26-35 years), consists mainly of 116 respondents, representing 29.6% of the total respondents, and the third category, which is (36-45 years), consists mainly of 125 respondents, representing 32.1% of the total respondents, and the fourth category, which is 46-55 years old consists mainly of 67 respondents (17.1% of the total respondents), while the fifth category (over 55 years old) consists mainly of 35 respondents (9.0% of the total respondents). While the total number of participants in this research consists of only 390 respondents. The table below shows the details mentioned.

Table 4.3: Demographic Analysis of Age

	Number	Percentage	
age	18-25 years	48	12.2%
	26-35 years	116	29.6%
	36-45 years	125	32.1 %
	46-55 years	67	17.1%
	Over 55 years old	35	9.0%
	Total	390	100.0%

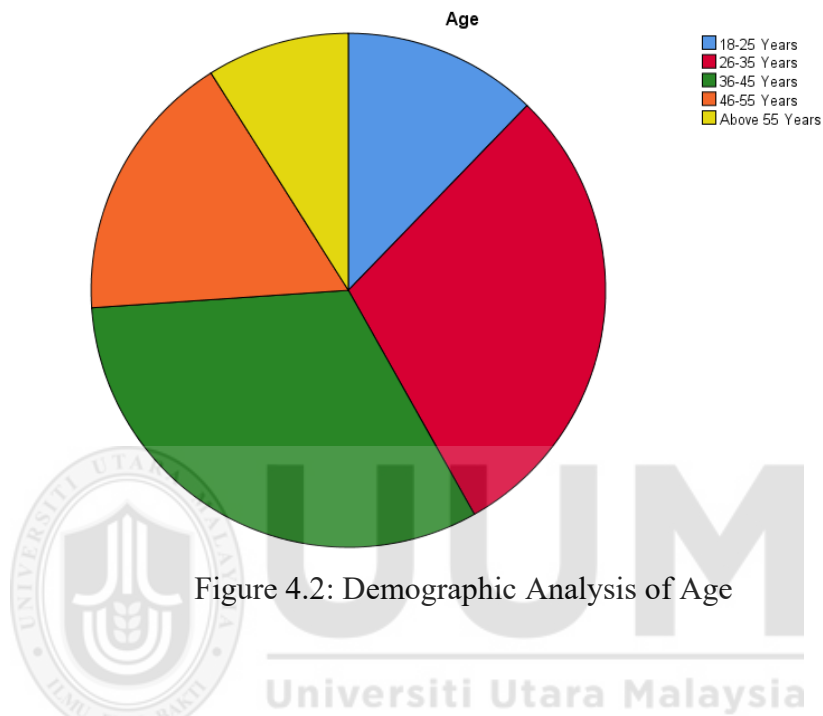


Figure 4.2: Demographic Analysis of Age

4.3.3 Qualification

This demographic factor contains some categories, namely high school, diploma, bachelor's, postgraduate studies, and others. The first category is high school and includes 2 with 0.51%, and the second category is diploma with 36 and 9.23%, followed by bachelor's studies with 76. 92% (300 respondents), followed by postgraduate studies with 35 and 8.97%, and finally other studies with 4.36% (17 respondents). The table below shows the details mentioned.

Table 4.4: Demographic Analysis of Educational Qualifications

	Number	Percentage	
Qualification	High School	2	0.51
	Diploma	36	9.23
	Bachelor	300	76.92
	Graduate	35	8.97
	Other	17	4.36
	Total	390	100

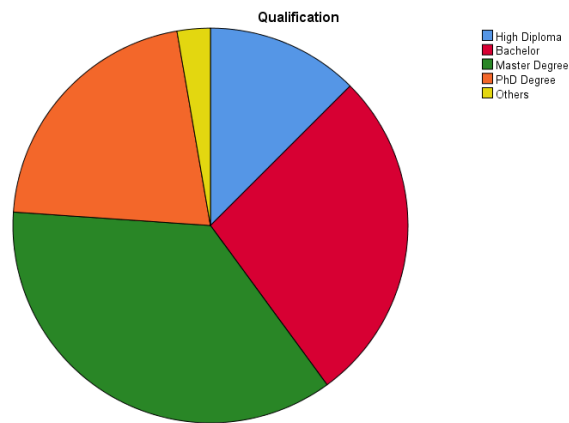


Figure 4. 3: Demographic Analysis of Educational Qualifications

4.3.4 Income

This demographic factor has five categories. Where the first category (less than AED 10k) consists mainly of 54 respondents (13.9% of the total respondents), the second category (10k - 20k) consists mainly of 55 respondents (14.1% of the total respondents), the third category (20k - 30k) consists mainly of 226 respondents (57.9% of the total respondents), and the fourth category (30k – 40k dirhams) consists mainly of 32 respondents (8.2% of the total respondents), while the fifth category (more than AED 40,000) consists mainly of 23 respondents (6.0% of the total respondents). While the total number of participants in this research consists of only 390 respondents. The table below shows the details mentioned.

Table 4.5: Demographic Analysis of Income

	Number	Percentage
Income	Less than AED 10K	13.9
	AED 10K - 20K	14.1
	AED 20K - 30K	57.9
	AED 30k - 40k	8.2
	More than AED 40k	6.0
Total	390	100.0

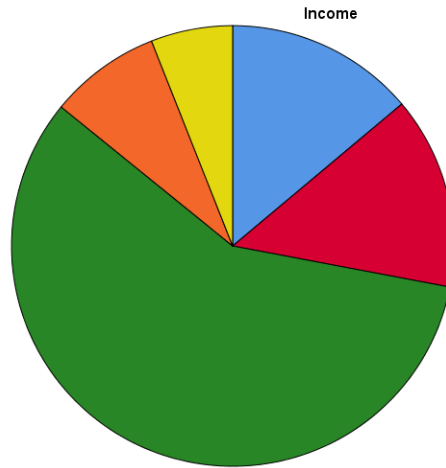


Figure 4.4: Demographic Analysis of Income

4.3.5 Marital Status

This demographic factor contains some categories, namely: (single, married, divorced, widowed), where the first category, which is (single), consists mainly of 131 respondents, representing 33.7% of the total respondents, while the second category, which is (married), consists mainly of 214 respondents, representing 54.9% of the total respondents, and the third category, which is (divorced), consists mainly of 18 respondents, representing 4.6% of the total respondents, and the fourth category, which is (widowed), consists mainly of 26 respondents, representing 6.8% of the total respondents. While The total number of participants in this research consists of only 390 respondents. The table below shows the details mentioned.

Table 4.6: Demographic Analysis of Marital Status

	Number	Percentage
Single	131	33.7
Married	214	54.9
Divorced	18	4.6
Widows	26	6.8
Total	390	100.0

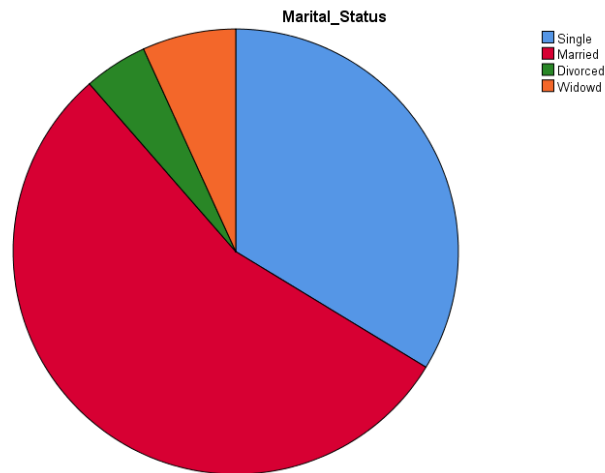


Figure 4.5: Demographic analysis of Marital Status

4.4 Descriptive Statistics

Descriptive statistics is the evaluation of respondents of different proposed variables and is statistically evaluated by the values of mean, percentage, standard deviation, maximum and minimum. Interpreting scores in terms of satisfaction follows the classification rule of Salleeh, Nair, and Harun, (2012), where the results of the average scores of research statistics in the interpretation of the following:

- Up to 1.80; Strongly disagree/very dissatisfied
- 1.81 – 2.60; Disagree/Dissatisfied
- 2.61 – 3.40; Moderate/somewhat satisfied agreement
- 3.41 – 4.20; Agree/Satisfied
- 4.21 - 5.00 Strongly Agree / Very Satisfied

For all variables in the correct dataset, the mean values ranged between 2.43 and 3.55 and the results showed that respondents' evaluations are assigned at the level of satisfaction or moderate agreement in general, where the variable that shows a level of dissatisfaction is stress and workloads and the rest of the variables show a moderate to satisfied level of perception which is employee behavior (EB), effectiveness of the performance management system (PMS), empowerment (ET), compensation (CN), vision-mission-goals (VMG), job suitability (JY), professional development (PD),

tools (TS), respect and recognition (RR), and teamwork (TW). The highest rating was in favor of the job suitability (JY) variable with a score of 3.55 and employee behavior (EB) with a score of 3.49. The results are shown in Table 4.7.

Table 4.7: Descriptive Statistics

	#	Min	Max	Mean	SD
Effectiveness of performance management system (PMS)	390	1.35	5.00	3.2068	.71195
Employee behavior	390	1.45	5.00	3.4941	.86667
Empowerment	390	1.19	5.00	3.2566	1.07467
Compensation	390	1.00	5.00	3.2668	.92971
Vision-mission-goals	390	1.36	5.00	3.3612	.92815
Stress and workload	390	1.00	4.44	2.4316	.89928
Job suitability	390	1.20	5.00	3.5545	1.06529
Professional development	390	1.00	5.00	3.1665	.92023
Tools	390	1.00	5.00	3.1025	1.06747
Respect and recognition	390	1.00	5.00	2.9055	.89513
Teamwork	390	1.81	5.00	3.3804	.89845

Note: SD = ??

4.4.1 Descriptive Statistics of the Effectiveness of the Performance Management System (PMS)

The Performance Management System (PMS) effectiveness measure consists mainly of eight elements, the overall trend and perception about this variable ranges between 3.16 and 3.25 which is classified as a moderate to positive and good satisfaction level. Also, the item/question with the highest rating is PMS8 with a score of 3.25 which is represented in the next question. Table 4.8 also shows the details of the current variable.

- Decisions made by higher management are based on results-oriented performance information.

Table 4.8: Descriptive Statistics of the Effectiveness of the Performance Management System (PMS)

Items	#	Min	Max	Mean	SD
Quality of employees and mentoring provided is one of the performance measures for my activities	390	1	5	3.231	0.9092
Overall employees' results are one of the performance measures for my activities	390	1	5	3.207	0.9254
employees' opinion and satisfaction is one of the performance measures for my activities	390	1	5	3.136	0.8436
Colleagues at my level are held accountable for the results of their activities	390	1	5	3.245	0.8797
The senior manager (supervisor or dean) I report to periodically reviews my activity's results with me	390	1	5	3.166	0.9263
Staff in my work receive positive recognition for helping the organization accomplish strategic goals	390	1	5	3.226	0.8582
I use performance measurement information for Setting new or revising existing performance goals	390	1	5	3.193	0.8909
Decisions by management above my level are based on results oriented performance information	390	1	5	3.25	0.8935
Effectiveness of performance management system (PMS)	390	1.4	5	3.207	0.712

4.4.2 Descriptive Statistics of Employee Behavior (EB)

The Employee Behavior (EB) scale consists mainly of five elements, the overall trend and perception around this variable ranges between 3.44 and 3.57 which is classified as a moderate to positive and good satisfaction level. Also, the item/question with the highest cognitive rating is (EB1) with a value of 3.57 which is represented in the next question. Table 4.9 also shows the details of the current variable.

- My absence from work at the institution was assessed as very little.

Table 4.9: Descriptive Statistics of Employee Behavior (EB)

	#	Min	Max	Mean	SD
I rate my 'absences' in the organization as very small	390	2	5	3.576	0.9902
I rate my 'number of disputes' in the organization as very small	390	2	5	3.443	0.9997
I believe that my 'voluntary leave' of the organization is very small	390	1	5	3.465	1.1713
I feel loyal to my organisation	390	1	5	3.481	1.2395
I am always punctual in my work activities	390	1	5	3.495	1.0949
Employee behavior	390	1.5	5	3.494	0.8667

4.4.3 Descriptive Statistics of Empowerment (ET)

The Empowerment Scale (ET) consists mainly of five elements, the overall trend and perception around this particular variable ranges between 3.02 and 3.41 which is classified as a moderate to positive and good satisfaction level. As well as the item/question that received the highest cognitive rating is (ET_5) with a value of 3.41 which is represented in the next question. Table 4.10 also shows the details of the current variable.

- All employees have the ability to implement new ideas to enhance their job tasks.

Table 4.10: Descriptive Statistics of Empowerment (ET)

	#	Min	Max	Mean	SD
I have opportunities to provide input into decisions that affect my work.	390	1	5	3.294	1.4029
I have the freedom to make the decisions necessary to do my job well.	390	1	5	3.342	1.2817
I have the opportunities I need to implement new ideas.	390	1	5	3.027	1.3985
The managerial approach of the organisation provide every employee the opportunity to contribute in quality decisions	390	1	5	3.212	1.3303
All employees have the ability to implement new ideas to enhance their job tasks	390	1	5	3.416	1.2928
Empowerment	390	1.2	5	3.257	1.0747

4.4.4 Descriptive Statistics of Compensation (CN)

The compensation scale (CN) consists mainly of five elements, and the overall trend and perception around this particular variable ranges between 3.20 and 3.36 which is classified as a moderate to positive and good satisfaction level. Also, the item/question with the highest perceptual rating is (CN_3) with a value of 3.36 which is represented in the next question. Table 4.11 details of the current variable.

- The organization has a clear and fair salary and benefits structure.

Table 4.11: Descriptive Statistics of Compensation (CN)

	#	Min	Max	Mean	SD
I am I am paid fairly for the work I do.	390	1	5	3.234	1.0307
My benefits meet my (and my family's) needs well.	390	1	5	3.212	1.1713
The organisation has a clear and fair structure for salaries and benefits.	390	1	5	3.37	1.1095
All employees feel fairness as the payments and benefits are adequate.	390	1	5	3.209	1.0581
All employees are paid fairly for the work they do.	390	1	5	3.302	1.0919
Compensation	390	1	5	3.267	0.9297

4.4.5 Descriptive Statistics of Vision-Mission-Goals (VMG)

The vision-mission-goals Scale (VMG) consists mainly of five elements, and the overall orientation and perception around this particular variable ranges between 3.29 and 3.59 which is classified as average to a positive and good satisfaction level. Also, the item/question with the highest cognitive rating is (VMG_4) with a value of 3.59 which is represented in the next question. Table 4.12 also shows the details of the current variable.

- The vision, mission and goals of the organization are well known to all employees.

Table 4.12: Descriptive Statistics of Vision-Mission-Goals (VMG)

	#	Min	Max	Mean	SD
The vision, mission, and goals of my department are communicated well.	390	1	5	3.296	1.1445
My department is taking steps to ensure the long-term success of its vision, mission, and goals.	390	1	5	3.334	1.0671
I understand the company's goals and the link between my work and these objectives	390	1	5	3.307	1.2959
The vision, mission, and goals of the organisation is known well to all employees.	390	1	5	3.595	1.1373
The majority of employees understand the contribution of their job to the strategic objectives of the organisation.	390	1	5	3.364	1.1986
Vision-mission-goals	390	1.4	5	3.361	0.9282

4.4.6 Descriptive Statistics of Stress and Workload (SW)

The construction of the Stress and Workloads (SW) Scale consists mainly of five elements, the overall trend and perception around this particular variable ranges between 2.39 and 2.45 which is classified as a moderate to positive and good

satisfaction level. Also, the item/question with the highest cognitive rating is (SW_2) with a value of 2.45 which is represented in the next question. Table 4.13 also shows the details of the current variable.

- Work-related stress is manageable.

Table 4.13: Descriptive Statistics of Stress and Workload (SW)

	#	Min	Max	Mean	SD
My workload is manageable.	390	1	5	2.429	1.0826
My work-related stress is manageable.	390	1	5	2.457	1.0991
I have enough time to perform my duties in proper quality.	390	1	5	2.427	1.085
I do not take my duties home with me. I have a good work/life balance	390	1	5	2.4	1.1768
The majority of employees have enough time to perform their duties in proper quality.	390	1	5	2.443	1.1083
Stress and workloads	390	1	4.4	2.432	0.8993

4.4.7 Descriptive Job Suitability Statistics (JY)

The construction of the Job suitability Scale (JY) consists mainly of five elements, the overall orientation and perception around this particular variable ranges between 3.48 and 3.63 which is classified as a moderate to positive and good satisfaction level. Also, the item/question with the highest cognitive rating is (JY_3) with a value of 3.63 which is represented in the next question. Table 4.14 also shows the details of the current variable.

- I understand the goals of the organization and the relationship between my work and these goals.

Table 4.14: Descriptive Statistics of Job Suitability (JY)

	#	Min	Max	Mean	SD
My job is a My job is a good fit with my skills and interests.	390	1	5	3.481	1.2912
My work is meaningful.	390	1	5	3.544	1.1827
I understand the company's goals and the link between my work and these objectives	390	1	5	3.639	1.1891
The organization has a clear policies for assigning every employee to the suitable job match with his abilities and skills.	390	1	5	3.486	1.2743
The majority of employees are allocated in suitable jobs mapped to their skills and abilities.	390	1	5	3.603	1.1532
Job suitability	390	1.2	5	3.555	1.0653

4.4.8 Descriptive Statistics of Professional Development (PD)

The construction of the Professional Development (PD) scale consists mainly of five elements, the overall trend and perception around this particular variable ranges between 3.05 and 3.22 which is classified as a moderate to positive and good satisfaction level. As well as the item/question that received the highest cognitive rating is (PD_5) with a value of 3.22 which is represented in the next question. Table 4.15 also shows the details of the current variable.

- All employees have enough opportunities to develop their skills.

Table 4.15: Descriptive Statistics of Professional Development (PD)

	#	Min	Max	Mean	SD
I have adequate opportunities to develop my skills.	390	1	5	3.212	1.0459
My organization supports my work-related learning and development.	390	1	5	3.125	1.0853
The quality of training and development I have received is satisfactory.	390	1	5	3.054	1.1822
The training and development is organized well with any future development in the job career.	390	1	5	3.207	1.0018
All employees have adequate opportunities to develop my skills	390	1	5	3.223	1.0896
Professional Development	390	1	5	3.167	0.9202

4.4.9 Descriptive Statistics of Tool (TS)

The construction of the tools scale (TS) consists mainly of five elements, the overall trend and perception around this particular variable ranges between 3.02 and 3.17 which is classified as a moderate to positive and good satisfaction level. As well as the item/question that received the highest perceptual rating is (TS_5) with a value of 3.17 which is represented in the next question. Table 4.16 also shows details of the current variable.

- All employees have the resources, support, and tools to accomplish all their tasks in an effective manner.

Table 4.16: Descriptive Statistics of Tools (TS)

	#	Min	Max	Mean	SD
The computer-based tools (e.g., hardware, software) I have access to help me excel in my job.	390	1	5	3.022	1.369
The non-computer-based tools (e.g., office or outdoor equipment) I have access to help me to excel in my job.	390	1	5	3.122	1.2102
I have the resources, support, and tools to accomplish all of my tasks in an efficient manner	390	1	5	3.139	1.2592
In case of emergent needs for additional resources or privileges, management will take immediate actions to facilitate my needs.	390	1	5	3.041	1.2179
All employees have the resources, support, and tools to accomplish all of their tasks in an efficient manner	390	1	5	3.177	1.2781
Tools	390	1	5	3.103	1.0675

4.4.10 Descriptive Statistics of Respect and Recognition (RR)

The construction of the respect and recognition (RR) scale consists mainly of five elements, the overall trend and perception about this particular variable ranges between 2.71 and 3.02 which is classified as a moderate to positive and good satisfaction level. Likewise, the item/question with the highest cognitive rating is (RR_3) with a value of 3.02 which is represented in the next question. Table 4.17 also shows details of the current variable.

- My supervisor or manager expresses to me praise and appreciation for the exceptional effort.

Table 4.17: Descriptive Statistics of Respect and Recognition (RR)

	#	Min	Max	Mean	SD
A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	390	1	5	2.984	1.0517
My work unit values diversity in people and backgrounds.	390	1	5	2.848	1.1897
My supervisor or manager acknowledges me with praise and recognition for exceptional effort	390	1	5	3.03	1.1349
Employees with outstanding performance normally receive a suitable praise and appreciation.	390	1	5	2.712	0.9869
The organisation have the organisational culture of recognizing talents and heroes at work	390	1	5	2.957	1.1211
Respect and recognition	390	1	5	2.906	0.8951

4.4.11 Descriptive Statistics of Teamwork (TW)

The construction of the Teamwork (TW) scale consists mainly of five elements, and the overall slope and perception around this particular variable ranges between 3.29

and 3.45 which is classified as a moderate to positive and good satisfaction level. Also, the item/question with the highest cognitive rating is (TW_5) with a value of 3.45 which is represented in the next question. Table 4.18 also shows the details of the current variable.

- All employees have positive working relationships with their colleagues.

Table 4.18: Descriptive Statistics for Teamwork (TW)

	#	Min	Max	Mean	SD
I have positive working relationships with my co-workers.	390	1	5	3.391	1.0744
Members of my team communicate effectively with each other.	390	1	5	3.378	1.0262
When needed, members of my team help me get the job done.	390	1	5	3.386	1.0508
When the job done members share the success together	390	1	5	3.291	1.0898
All employees have positive working relationships with their colleagues	390	1	5	3.451	1.061
Teamwork	390	1.8	5	3.38	0.8985

4.5 Assess The Reliability and Validity of the Conceptual Framework

Before conducting structural tests, the validity and reliability of the study dataset must be confirmed. Hair Jr. and colleagues (2016) suggested a method for assessing the measurement model. The method includes a number of tests to confirm distance, load, consistency, and variations between variables and items. The processes that make up this process are as follows: multicollinearity analysis, convergent validity (AVE value), discriminating validity (AVE numbers and dependent variable associations), internal consistency (compound reliability), and indicator reliability (external loading and cross loading).

4.5.1 Indicators Reliability of the Research Variables

The external load and cross load of each element are measured to test it with the variable associated with it. Every element needs to have a enough load in the corresponding variable. A load is considered sufficient if it is above the 0.708 criterion and insufficient if it is below the 0.4 threshold. Based on the particulars of each research, any number between 0.4 and 0.7 is questionable and may be kept or removed

(Hair Jr et al., 2016; Holland, 1999). The purpose of the cross loading test is to make sure that the load of each element in the linked variable is greater than the total load of all the other variables (Hair Jr et al., 2016; Holland, 1999).

As shown in Table 4.19, the proposed design model with all elements has a suitable load higher than 0.708 except for two elements, these two items/questions are (EB4 and VMG_4). All weak items have been omitted from the final analysis. All elements and their associated variables are visually seen with load degrees in the following figure 4.6.

Table 4.19: Outer loading of Research Items

	Before	After
CN 1	0.841	0.840
CN 2	0.822	0.823
CN 3	0.895	0.895
CN 4	0.828	0.828
CN 5	0.870	0.870
EB1	0.829	0.840
EB2	0.826	0.837
EB3	0.782	0.820
EB4	0.688	x
EB5	0.848	0.843
ET 1	0.796	0.797
ET 2	0.745	0.745
ET 3	0.855	0.856
ET 4	0.813	0.812
ET 5	0.787	0.786
JY 1	0.829	0.829
JY 2	0.852	0.852
JY 3	0.927	0.927
JY 4	0.891	0.891
JY 5	0.879	0.879
PD 1	0.907	0.907
PD 2	0.849	0.849
PD 3	0.865	0.865
PD 4	0.762	0.760
PD 5	0.866	0.866
PMS1	0.758	0.757
PMS2	0.752	0.751
PMS3	0.743	0.743
PMS4	0.800	0.800
PMS5	0.826	0.826
PMS6	0.818	0.819
PMS7	0.852	0.852
PMS8	0.834	0.834
RR 1	0.835	0.834
RR 2	0.868	0.869
RR 3	0.750	0.751

	Before	After
RR 4	0.725	0.724
RR 5	0.881	0.881
SW 1	0.776	0.779
SW 2	0.824	0.825
SW 3	0.802	0.803
SW 4	0.803	0.801
SW 5	0.840	0.839
TS 1	0.761	0.760
TS 2	0.833	0.834
TS 3	0.902	0.902
TS 4	0.856	0.857
TS 5	0.862	0.862
TW 1	0.813	0.811
TW 2	0.863	0.861
TW 3	0.850	0.852
TW 4	0.844	0.846
TW 5	0.865	0.865
VMG 1	0.864	0.885
VMG 2	0.828	0.834
VMG 3	0.843	0.864
VMG 4	0.502	x
VMG 5	0.820	0.807

Note: CN =?, JY =?, PD=?.....

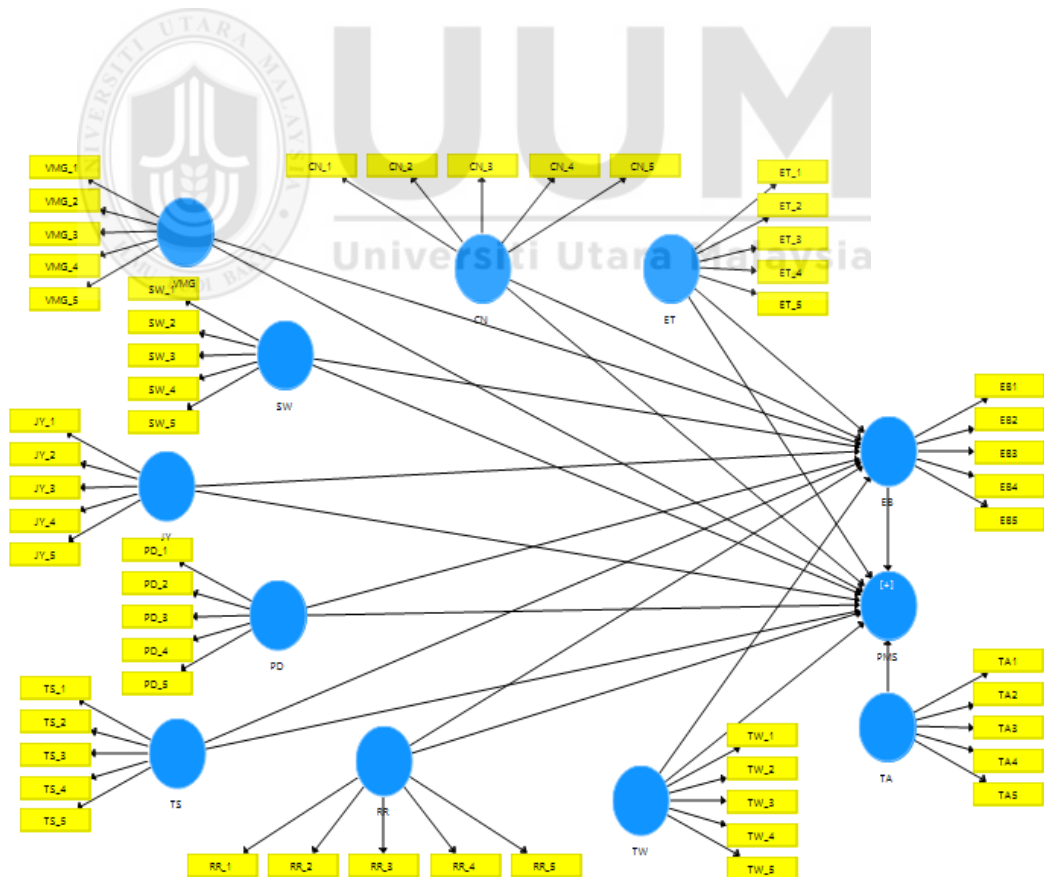


Figure 4.6: Measurement Model

4.5.2 Internal Consistency of Research Variables

Every variable's component ought to convey the same idea consistently. The composite reliability scale or the Cronbach alpha scale can be used to measure internal consistency. Any action that crosses the 0.7 mark is considered effective. Furthermore, exploratory study considers 0.6 to be successful (Bagozzi & Yi, 1988; poetry et al., 2014).

All of the study's primary variables have findings displayed in Table 4.20, demonstrating a satisfactory degree of dependability. All values for composite dependability show adequate internal consistency because they fall between 0.899 and 0.943. The number for Cronbach's Alpha dependability falls between 0.855 to 0.924, indicating a good enough degree of internal consistency. All of the values are less than 0.95 and above 0.7, indicating that the dataset is internally consistent and dependable. Function relevance (JY) has the highest value of the variables and displays a composite reliability of 0.943, as can be seen from the fact that all aspects of composite reliability are above 0.899. However, every research variable connected to Cronbach's alpha has a value more than 0.860; the variable with the highest value, 0.924, is regarded as extremely high. The remaining variables exhibit very good consistency.

Table 4.20: Internal Consistency Assessments of Research Variables

	Compound Reliability	Alpha Cronbach
Compensation (CN)	0.929	0.905
Employee behavior (EB)	0.902	0.855
Empowerment (ET)	0.899	0.860
Job suitability (JY)	0.943	0.924
Professional development (PD)	0.929	0.904
Effectiveness of Performance Management System (PMS)	0.934	0.918
Respect and recognition (RR)	0.907	0.872
Stress and workload (SW)	0.905	0.869
Tools (TS)	0.925	0.898
Teamwork (TW)	0.927	0.902
Vision-mission-goals (VMG)	0.911	0.870

4.5.3 Convergent validity of research variables

The relativity between components of the same variable is measured by this test. The acceptable limit is defined as average mean extracted (AVE) values greater than 0.5. The AVE values for every variable are compiled in Table 4.21. All values, according to the findings, fall within the permitted range of 0.638 to 0.768, which is over the 0.5 criterion. With a score of 0.768, the Job Suitability Item (JY) had the highest AVE value. As a result, the dataset is valid for proceeding to the next analysis and free of convergent problems.

Table 4.21: Evaluate the Convergent Validity of Research Variables

	AVE
Compensation (CN)	0.725
Employee behavior (EB)	0.697
Empowerment (ET)	0.640
Job suitability (JY)	0.768
Professional development (PD)	0.724
Effectiveness of Performance Management System (PMS)	0.638
Respect and recognition (RR)	0.663
Stress and workload (SW)	0.655
Tools (TS)	0.713
Teamwork (TW)	0.718
Vision-mission-goals (VMG)	0.719

4.5.4 Discriminatory Validity of Research Variables

Discriminant validity calculated how unrelative (spacing) foreign items are, whereas AVE indicates how relative they are. Consequently, a range of significant variable links are compared to the matching AVE score in this test. The square root value of AVE must be smaller than the associations between any other dependent variables.

Table 4.22 shows the matrix of criteria for Fornell and Larcker. An updated matrix of correlations between latent variables is called a matrix. The test is deemed successful if the diameter value is higher than any other value in the crossing row and column.

All of the crossing raw and column scores fall short of the 0.876 job suitability value (JY). The remaining study variables have sufficiently high discriminating validity. We assessed the cross loading, which shows that in order to increase discriminating validity, items must have an appropriate load and be bigger in the linked variable than any other load in any foreign variable. Table 4.23 shows the results of cross-loading all items in rows and all variables in columns.

Table 4.22: Fornell and Larker Criterion for Research Variables

	CN	EB	ET	JY	PD	PMS	RR	SW	TS	TW	VMG
Compensation	0.852										
Employee behavior	0.435	0.835									
Empowerment	0.362	0.492	0.800								
Job suitability	0.284	0.446	0.403	0.876							
Professional development	0.245	0.343	0.228	0.203	0.851						
Effective PMS	0.370	0.686	0.396	0.430	0.370	0.799					
Respect and recognition	0.275	0.631	0.387	0.378	0.247	0.560	0.814				
Stress and workloads	-0.086	-0.249	-0.149	-0.051	-0.139	-0.185	-0.112	0.810			
Tools	0.214	0.305	0.210	0.170	0.143	0.441	0.260	-0.032	0.844		
Teamwork	0.163	0.329	0.196	0.197	0.204	0.361	0.250	-0.147	0.124	0.847	
Vision-mission-goals	0.044	0.376	0.128	0.301	0.148	0.262	0.389	-0.042	0.113	0.197	0.848

Note: ?

Table 4.23: Cross Loading of Research Variables

	CN	EB	ET	JY	PD	PMS	RR	SW	TS	TW	VMG
CN 1	0.840	0.317	0.292	0.221	0.233	0.265	0.193	-0.053	0.165	0.139	0.063
CN 2	0.823	0.435	0.336	0.262	0.156	0.355	0.276	-0.097	0.218	0.108	0.064
CN 3	0.895	0.400	0.362	0.268	0.180	0.328	0.247	-0.072	0.174	0.169	0.005
CN 4	0.828	0.351	0.279	0.226	0.286	0.319	0.228	-0.020	0.155	0.133	0.058
CN 5	0.870	0.320	0.251	0.219	0.203	0.288	0.208	-0.121	0.191	0.147	-0.003
EB1	0.424	0.840	0.429	0.395	0.267	0.564	0.515	-0.205	0.234	0.249	0.308
EB2	0.326	0.837	0.401	0.326	0.297	0.550	0.540	-0.246	0.202	0.280	0.323
EB3	0.357	0.820	0.414	0.351	0.319	0.598	0.515	-0.192	0.306	0.293	0.313
EB5	0.345	0.843	0.397	0.418	0.261	0.577	0.537	-0.192	0.274	0.276	0.314
ET 1	0.292	0.359	0.797	0.350	0.138	0.295	0.280	-0.088	0.120	0.127	0.113
ET 2	0.216	0.320	0.745	0.323	0.160	0.244	0.236	-0.073	0.166	0.079	0.069
ET 3	0.318	0.464	0.856	0.317	0.208	0.391	0.361	-0.208	0.230	0.219	0.120
ET 4	0.332	0.424	0.812	0.312	0.206	0.338	0.329	-0.140	0.160	0.202	0.058
ET 5	0.271	0.375	0.786	0.325	0.189	0.289	0.323	-0.055	0.149	0.126	0.149
JY 1	0.223	0.373	0.326	0.829	0.160	0.356	0.340	0.035	0.162	0.140	0.277
JY 2	0.261	0.349	0.333	0.852	0.145	0.340	0.279	-0.079	0.146	0.169	0.189
JY 3	0.235	0.417	0.373	0.927	0.198	0.400	0.377	-0.037	0.174	0.187	0.306
JY 4	0.275	0.431	0.398	0.891	0.171	0.402	0.338	-0.070	0.145	0.190	0.272
JY 5	0.250	0.377	0.330	0.879	0.210	0.379	0.318	-0.071	0.117	0.172	0.266
PD 1	0.260	0.348	0.241	0.195	0.907	0.347	0.236	-0.167	0.115	0.186	0.143
PD 2	0.147	0.278	0.167	0.162	0.849	0.324	0.207	-0.058	0.161	0.178	0.120

	CN	EB	ET	JY	PD	PMS	RR	SW	TS	TW	VMG
PD 3	0.178	0.297	0.194	0.198	0.865	0.331	0.203	-0.147	0.118	0.160	0.115
PD 4	0.263	0.256	0.176	0.152	0.760	0.264	0.212	-0.096	0.108	0.140	0.124
PD 5	0.199	0.269	0.184	0.150	0.866	0.300	0.192	-0.115	0.109	0.204	0.126
PMS1	0.268	0.590	0.380	0.355	0.318	0.757	0.498	-0.180	0.364	0.290	0.244
PMS2	0.290	0.559	0.330	0.350	0.304	0.751	0.462	-0.181	0.272	0.311	0.244
PMS3	0.290	0.495	0.278	0.295	0.326	0.743	0.450	-0.166	0.318	0.232	0.185
PMS4	0.293	0.525	0.287	0.303	0.263	0.800	0.398	-0.129	0.400	0.298	0.182
PMS5	0.329	0.565	0.354	0.353	0.308	0.826	0.443	-0.106	0.399	0.304	0.237
PMS6	0.285	0.521	0.236	0.368	0.256	0.819	0.418	-0.075	0.342	0.273	0.185
PMS7	0.292	0.559	0.307	0.349	0.288	0.852	0.463	-0.206	0.356	0.245	0.213
PMS8	0.315	0.559	0.342	0.366	0.296	0.834	0.443	-0.137	0.362	0.348	0.180
RR 1	0.232	0.517	0.303	0.332	0.202	0.447	0.834	-0.104	0.223	0.188	0.387
RR 2	0.238	0.598	0.346	0.356	0.312	0.519	0.869	-0.123	0.226	0.224	0.306
RR 3	0.230	0.512	0.319	0.278	0.122	0.423	0.751	-0.073	0.219	0.194	0.303
RR 4	0.230	0.370	0.281	0.266	0.124	0.394	0.724	-0.055	0.192	0.212	0.300
RR 5	0.196	0.540	0.324	0.300	0.215	0.485	0.881	-0.090	0.199	0.203	0.297
SW 1	-0.090	-0.165	-0.150	-0.009	-0.081	-0.098	-0.124	0.779	0.023	-0.087	-0.037
SW 2	-0.071	-0.218	-0.143	-0.031	-0.169	-0.150	-0.098	0.825	0.012	-0.083	-0.044
SW 3	-0.051	-0.170	-0.047	-0.031	-0.068	-0.155	-0.048	0.803	-0.054	-0.128	-0.010
SW 4	-0.083	-0.230	-0.142	-0.093	-0.091	-0.175	-0.097	0.801	-0.055	-0.151	-0.070
SW 5	-0.055	-0.211	-0.119	-0.027	-0.143	-0.156	-0.090	0.839	-0.044	-0.135	-0.002
TS 1	0.132	0.200	0.083	0.144	0.082	0.339	0.218	0.054	0.760	0.051	0.133
TS 2	0.196	0.258	0.216	0.130	0.069	0.369	0.168	-0.094	0.834	0.108	0.083
TS 3	0.225	0.313	0.230	0.184	0.175	0.394	0.249	-0.039	0.902	0.093	0.128
TS 4	0.191	0.251	0.167	0.130	0.129	0.366	0.234	-0.023	0.857	0.138	0.070
TS 5	0.151	0.254	0.173	0.127	0.140	0.393	0.228	-0.021	0.862	0.129	0.068
TW 1	0.099	0.239	0.114	0.124	0.182	0.279	0.123	-0.071	0.078	0.811	0.177
TW 2	0.108	0.258	0.151	0.128	0.185	0.310	0.186	-0.101	0.100	0.861	0.190
TW 3	0.207	0.315	0.189	0.203	0.166	0.323	0.237	-0.184	0.120	0.852	0.194
TW 4	0.153	0.314	0.204	0.206	0.150	0.316	0.262	-0.172	0.140	0.846	0.144
TW 5	0.108	0.257	0.162	0.160	0.186	0.297	0.235	-0.075	0.080	0.865	0.130
VMG 1	0.049	0.332	0.091	0.244	0.116	0.231	0.347	-0.072	0.102	0.190	0.885
VMG 2	0.012	0.345	0.142	0.258	0.132	0.219	0.358	-0.035	0.113	0.150	0.834
VMG 3	0.077	0.328	0.110	0.260	0.179	0.245	0.319	-0.013	0.122	0.140	0.864
VMG 5	0.005	0.263	0.085	0.262	0.060	0.189	0.291	-0.019	0.035	0.197	0.807

4.5.5 Multicollinearity Evaluation of Research Variables

The test known as the variance inflation factor (VIF) is utilized to evaluate if there is no noteworthy association between the dependant and dependent variables. It is okay to use any VIF value within the range of 0.2 and 5 (K. K. Wong, 2013). The allowable level between each external variable (table rows) and each internal variable (table columns) is represented by the VIF value in Table 4.24. Stress and Workload (SW) variables have the lowest VIF level, at 1.050, while Employee Behavior (EB) variables have the highest VIF level, at 2.444.

Table 4.24: Evaluate the Multicollinearity Evaluation of Research Variables

	VIF (EB)	VIF (PMS)
Compensation (CN)	1.257	1.339
Employee Behavior (EB)		2.444
Empowerment (ET)	1.415	1.554
Job suitability (JY)	1.373	1.406
Professional Development (PD)	1.152	1.170
Respect and recognition (RR)	1.505	1.823
Stress and Workload (SW)	1.050	1.100
Tools (TS)	1.112	1.131
Teamwork (TW)	1.134	1.153
Vision-mission-goals (VMG)	1.256	1.303

4.6 The Relationships and Effectiveness of the Conceptual Framework

Testing the linkages, impacts, and strength of the structural model is essential since this study is based on statistical analysis of the model. PL-SEM model testing was given a methodical methodology by Hair et al. (2014). When the model is a reflection-based model, the following evaluations are used.

Predictive power values are essential for model strength and can be bolstered by predictive relevance values.

- An effective size evaluation is used to examine each latent variable's effect on the overall predictive power.
- In bootstrapping, the significance of the structural route is examined for correlations between variables.

4.6.1 Assess the Predictive Power of the Research Model

The explanation of variance for an outcome variable called square R (R^2) is known as predictive power. Conversely, the predictive relevance for the outcome variable known as the square Q (Q^2) is the relevance of variance. According to Hair (2014), the following is the guideline for assessing values:

- There are three possible values for the square of R (R^2): strong (>0.75), moderate ($0.5-0.75$), or tolerable ($0.2-0.5$).
- There are three possible sizes for the square of Q (Q^2): big (>0.35), medium ($<0.15-0.25$), or tiny ($<0.02-0.15$).

The result dependent variables, employee behavior (EB) and PMS efficacy, are shown in Table 4.25's predictive power and predictive significance. The structural model estimations of the research's conceptual framework are also shown in Figure 4.7. Employee Behavior (EB), the mediating variable, has significant predictive power and a moderate predictive value in its results. The relevant R square (strong of 59.1%) and Q square (41.0% significance), as displayed in the table, indicate that the connected predictive variables may account for more than 59.1% of the variance in employee behavior (EB). Moreover, the performance management system's (PMS) efficacy, the primary dependent variable, showed results with a moderate predictive power and a high predictive relevance. The relevant Q square is 0.369 (36.9% significance) and the relevant R square is 0.594 (strength of 59.4%), as indicated in the table. This means that the prediction variables associated with the variable can explain more than 59.1% of the variance in the performance management system's effectiveness.

Table 4.25: The Predictive Power and Predictive Relevance of the Conceptual Framework

	Predictive power		Predictive relevance	
	R Square	condition	Q Square	Condition
Employee Behavior	0.591	Moderate	0.410	Large
Performance Management System	0.594	Moderate	0.369	Large

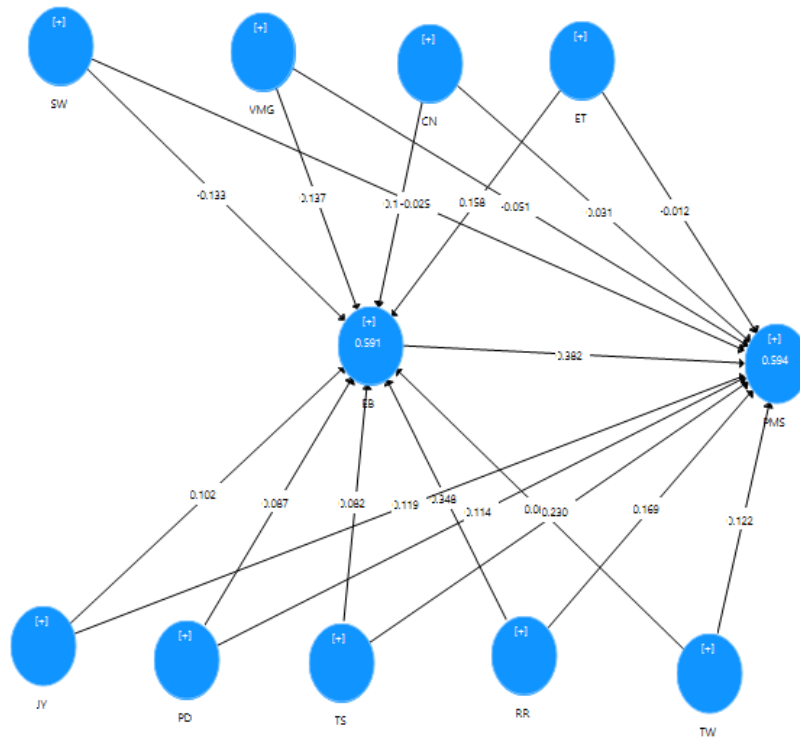


Figure 4. 7: Estimates of the Path Coefficient of the Conceptual Framework

4.6.2 Evaluation of Effective Size f^2

The percentage level of an independent variable's influence in a structural model is known as the f^2 effect size. To put it simply, the predictive capacity of the whole model is determined, and then it is rebuilt after removing an independent variable. The effective magnitude of this potential variable on the model's predictive capacity is estimated using the difference between the two tests (Hair et al. 2014). Cohen (1988) established the following fundamental guideline for identifying effective volume levels:

- If the f^2 values have an approximate value of 0.02, they are tiny.
- If a f^2 value is about 0.15, it is considered average.
- If the estimated value of a f^2 is 0.35, then the value is big.

The evaluation of the effective size of the research variables, which consist of ten variables: job suitability (JY), professional development (PD), tools (TS), respect and recognition (RR), teamwork (TW), employee behavior (EB), empowerment (ET), compensation (CN), vision-mission-goals (VMG), stress and workload

(SW), and tools (TS). With a value of 0.197, the respect and recognition (RR) variable has the highest efficacy. Additionally, the variables of empowerment (ET) and stress and workload (SW) had the lowest values, with $f = 0.001$. Between these two values are the other variables.

Table 4.26: Evaluate the Effective Size of Variables

	f2 value for (EB)	condition	f2 value for (PMS)	condition
Compensation (CN)	0.065	Tiny	0.002	Tiny
Employee Behavior (EB)			0.147	medium
Empowerment (ET)	0.043	Tiny	0.001	Tiny
Job suitability (JY)	0.019	Tiny	0.023	Tiny
Professional Development (PD)	0.016	Tiny	0.028	Tiny
Respect and recognition (RR)	0.197	medium	0.036	Tiny
Stress and Workload (SW)	0.041	Tiny	0.001	Tiny
Tools (TS)	0.015	Tiny	0.114	medium
Teamwork (TW)	0.016	Tiny	0.032	Tiny
Vision-mission-goals (VMG)	0.036	Tiny	0.005	Tiny

4.6.3 Path Coefficient of the Relationships in the Research Model

Evaluating the route coefficient values of the various relationships inside the model is the only way to acquire the values needed to test the study's hypothesis. Two methods that are frequently used to assess the importance of a relationship are P values and T statistics. The route coefficient's significance is shown by T stats, and assuming a level or high probability is indicated by P values. Furthermore, the path coefficient is computed to disclose the degree and scope of the association. According to Hair et al. (2016), the following is the general guideline for assessing values:

- In social research, the most widely utilized limit for the P value (probability estimation value) is 0.05 (5%). Nonetheless, certain research may employ a 0.01 (1%) or 0.1 (10%) threshold.
- For T statistics, a one-tailed test considers any value over 0.1.65 to be significant, while a two-tailed test considers any value above 1.96.

The evaluation of the route coefficient with T values and levels of significance P is displayed in Table 4.27. Initially, the investigation looked at number twenty-eight, rejecting four of the assumptions and accepting the others. The connections (CN with PMS, 0.034 path coefficient), (ET with PMS, -0.015 path coefficient), (SW with PMS,

-0.027 path coefficient), and (VMG with PMS, -0.050 path coefficient) were the ones for which the hypotheses were rejected. Where the P value was acceptable and less than 0.05, the other variables were approved.

Table 4.27: Evaluation of the path coefficient of the study variables

	Path coefficient	Standard deviation	T Statistics	P value (single tail)	condition
ET → PMS	-0.015	0.046	0.268	0.789	Not Significant
CN → PMS	0.034	0.041	0.757	0.449	Not Significant
VMG → PMS	-0.050	0.036	1.426	0.154	Not Significant
SW → PMS	-0.027	0.035	0.717	0.474	Not Significant
JY → PMS	0.119	0.042	2.834	0.005	Significant
PD → PMS	0.112	0.032	3.578	0.000	Significant
TS → PMS	0.233	0.034	6.866	0.000	Significant
RR → PMS	0.173	0.043	3.945	0.000	Significant
TW → PMS	0.123	0.035	3.467	0.001	Significant
EB → PMS	0.378	0.052	7.398	0.000	Significant
ET → EB	0.156	0.043	3.710	0.000	Significant
CN → EB	0.184	0.038	4.845	0.000	Significant
VMG → EB	0.139	0.038	3.628	0.000	Significant
SW → EB	-0.132	0.034	3.895	0.000	Significant
JY → EB	0.099	0.037	2.779	0.006	Significant
PD → EB	0.088	0.036	2.416	0.016	Significant
TS → EB	0.083	0.034	2.427	0.016	Significant
RR → EB	0.351	0.038	9.137	0.000	Significant
TW → EB	0.086	0.036	2.439	0.015	Significant

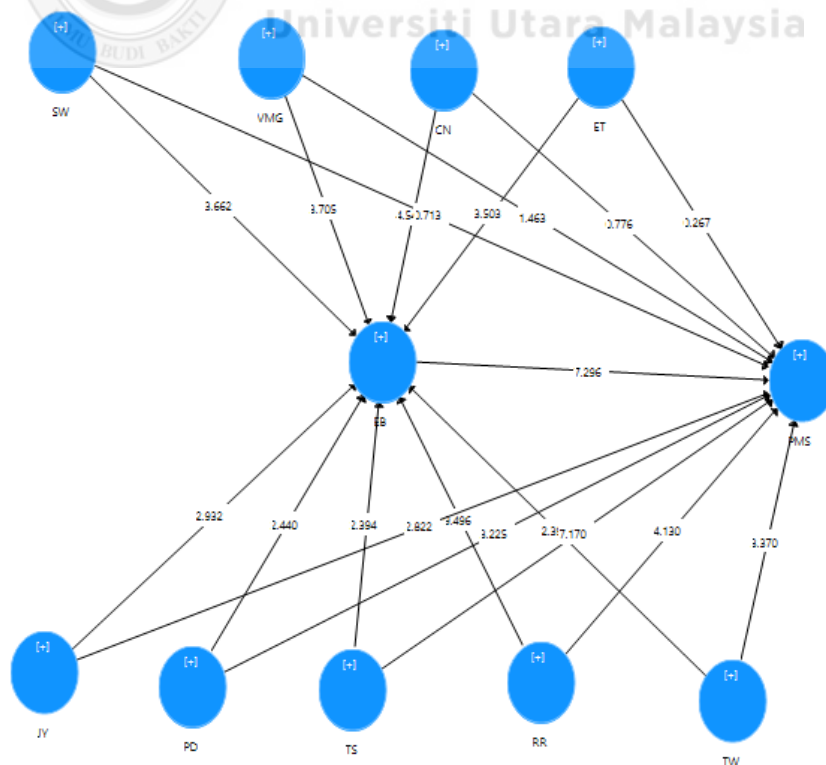


Figure 4.8: Estimates of T Statistics for the Conceptual Framework

4.7 Mediation Impact Assessment

The relationship between the independent variables of {empowerment (ET), compensation (CN), mission and vision (VMG), stress and workload (SW), job suitability (JY), professional development (PD), tools (TS), respect and recognition (RR), and teamwork (TW)} and the Effective Performance Management System (PMS) is illustrated in Table 4.28, highlighting the mediating role of employee behaviors. The mediation role might range from a partial to a complete mediation role in all partnerships. Additionally, there are four hypotheses with complete mediation roles. The first hypothesis is that employee behavior at the Ministry of Interior in Abu Dhabi indirectly influences empowerment, which in turn mediates the link between employee behavior and PMS efficacy. Following a thorough examination of all the data gathered, we found that the indirect effect has a significant impact, with a p-value of 0.059 and a path coefficient of 0.059, indicating a significant effect, while the direct effect has a non-significant p-value of 0.789 and a path coefficient of -0.015. As a result, the relationship's overall effect reveals that the path coefficient is 0.044 and the value of p is 0.313, suggesting a successful mediation instance. According to the second hypothesis, employee behavior at the Ministry of Interior - Abu Dhabi indirectly influences compensation, mediating the link between it and the efficacy of the performance management system (PMS). Following a thorough examination of the data gathered, we discovered that the indirect effect has a significant impact, with a p-value of 0.000 and a path coefficient of 0.070, indicating a significant effect, whereas the direct effect has an insignificant effect with a p-value of 0.449 and a path coefficient of 0.034. As a result, the relationship's overall effect reveals that the path coefficient is -0.104 and the p-value is 0.017, indicating a successful mediation

instance. According to the third hypothesis, employee behavior indirectly influences the performance management system's (PMS) efficacy through the Ministry of Interior - Abu Dhabi's vision, mission, and objectives. We found that the direct impact has a p-value of 0.154 and the path coefficient is -0.050, suggesting an inconsequential effect, after fully analyzing the data that was obtained. A substantial effect is shown by the indirect effect, which has a p-value of 0.001 and a path coefficient of 0.052. As a result, the relationship's overall effect reveals a p-value of 0.976 and a path coefficient of 0.002, which point to a successful mediation instance. According to the fourth complete mediation hypothesis, employee behavior at the Ministry of Interior - Abu Dhabi indirectly influences stress and workloads, which in turn mediates the link towards the efficacy of the performance management system (PMS). Following a thorough examination of the data gathered, we found that the indirect effect has a significant impact, with a p-value of 0.001 and a path coefficient of -0.050, indicating a significant effect, whereas the direct effect has an insignificant effect with a p-value of 0.474 and a path coefficient of -0.027. As a result, the relationship's overall effect reveals that the path coefficient is 0.077 and the value of p is 0.037, suggesting a successful mediation scenario. The other variables, on the other hand, exhibit partial mediation with a total effect of substantial associations as well as significant direct and indirect effects.

Table 4.28: Employee Behavior as a Mediator

	Direct impact			Indirect effect			Overall impact		Condition (Mediation)
	Path	P	Condition	Path	P	Condition	Path	P	
	coefficient value			coefficient value			coefficient value		
ET → EB → PMS	-0.015	0.789	Not Sig	0.059	0.001	Sig	0.044	0.313	Full Mediation
CN → EB → PMS	0.034	0.449	Not Sig	0.070	0.000	Sig	0.104	0.017	Full Mediation
VMG → EB → PMS	-0.050	0.154	Not Sig	0.052	0.001	Sig	0.002	0.976	Full Mediation
SW → EB → PMS	-0.027	0.474	Not Sig	-0.050	0.001	Sig	0.077	0.037	Full Mediation
JY → EB → PMS	0.119	0.005	Sig	0.037	0.008	Sig	0.156	0.000	Partial Mediation
PD → EB → PMS	0.112	0.000	Sig	0.033	0.020	Sig	0.145	0.000	Partial Mediation
TS → EB → PMS	0.233	0.000	Sig	0.031	0.019	Sig	0.264	0.000	Partial Mediation
RR → EB → PMS	0.173	0.000	Sig	0.132	0.000	Sig	0.305	0.000	Partial Mediation
TW → EB → PMS	0.123	0.001	Sig	0.032	0.019	Sig	0.155	0.000	Partial Mediation

4.8 Hypothesis and discussion results

There are 28 primary hypotheses in the study that are examined. The tables below will include all hypothesis tests and related statistics. The hypotheses are for examining direct relationships along with some intermediate effect tests.

Table 4.29: Summary Table of Hypothesis Testing Results

Hypothesis	Relationship	Status	Direction	Path Coefficient	Effective Size	T Statistics	P Value
H1	ET → PMS	Not Significant	Positive	-0.015	0.046	0.268	0.789
H2	CN → PMS	Not Significant	Positive	0.034	0.041	0.757	0.449
H3	VMG → PMS	Not Significant	Positive	-0.050	0.036	1.426	0.154
H4	SW → PMS	Not Significant	Positive	-0.027	0.035	0.717	0.474
H5	JY → PMS	Significant	Positive	0.119	0.042	2.834	0.005
H6	PD → PMS	Significant	Positive	0.112	0.032	3.578	0.000
H7	TS → PMS	Significant	Positive	0.233	0.034	6.866	0.000
H8	RR → PMS	Significant	Positive	0.173	0.043	3.945	0.000
H9	TW → PMS	Significant	Positive	0.123	0.035	3.467	0.001
H10	EB → PMS	Significant	Positive	0.378	0.052	7.398	0.000
H11	ET → EB	Significant	Positive	0.156	0.043	3.710	0.000
H12	CN → EB	Significant	Positive	0.184	0.038	4.845	0.000
H13	VMG → EB	Significant	Positive	0.139	0.038	3.628	0.000
H14	SW → EB	Significant	Negative	-0.132	0.034	3.895	0.000
H15	JY → EB	Significant	Positive	0.099	0.037	2.779	0.006
H16	PD → EB	Significant	Positive	0.088	0.036	2.416	0.016
H17	TS → EB	Significant	Positive	0.083	0.034	2.427	0.016
H18	RR → EB	Significant	Positive	0.351	0.038	9.137	0.000
H19	TW → EB	Significant	Positive	0.086	0.036	2.439	0.015
H20	ET → EB → PMS	Fully Mediated	Positive	0.044	-	-	0.313
H21	CN → EB → PMS	Fully Mediated	Positive	0.104	-	-	0.017
H22	VMG → EB → PMS	Fully Mediated	Positive	0.002	-	-	0.976
H23	SW → EB → PMS	Fully Mediated	Negative	0.077	-	-	0.037

Hypothesis	Relationship	Status	Direction	Path Coefficient	Effective Size	T Statistics	P Value
H24	JY → EB → PMS	Partially Mediated	Positive	0.156	-	-	0.000
H25	PD → EB → PMS	Partially Mediated	Positive	0.145	-	-	0.000
H26	TS → EB → PMS	Partially Mediated	Positive	0.264	-	-	0.000
H27	RR → EB → PMS	Partially Mediated	Positive	0.305	-	-	0.000
H28	TW → EB → PMS	Partially Mediated	Positive	0.155	-	-	0.000

4.8.1 Empowerment has a direct impact on the effectiveness of the Performance Management System (PMS)

According to this theory, the Ministry of Interior in Abu Dhabi's performance management system (PMS) is directly impacted by empowerment. Nevertheless, a thorough examination of the data gathered shows that there is little correlation between empowerment and PMS efficacy. In particular, the route coefficient of -0.015, the effective volume score of 0.046, the T statistics of 0.268, and the P value of 0.789 all imply that empowerment has no discernible impact on PMS efficacy in this situation. There are a number of contextual considerations that might explain this relationship's lack of importance. The practice of empowering workers to take charge and make decisions in order to solve issues and enhance performance and services is known as empowerment, and it has been extensively acknowledged in management literature as a critical component of increasing organizational effectiveness.. For instance, Lee et al. (2020) found that empowerment significantly enhances job satisfaction and performance in various organizational settings. Similarly, Cai, Cai, and Song (2019) emphasized that empowerment leads to higher levels of employee engagement and organizational commitment, which are essential for effective performance management.

However, the Ministry of Interior in Abu Dhabi presents a unique organizational environment that may influence the effectiveness of empowerment differently. The bureaucratic nature of public sector organizations often imposes rigid structures and strict hierarchies, which can limit the extent to which empowerment can be effectively implemented and perceived by employees. According to Bourne et al. (2020), the effectiveness of empowerment is contingent upon the organizational context, including the presence of supportive leadership, clear communication channels, and a culture that genuinely values employee contributions. In the context of the Ministry of Interior, it is possible that these enabling conditions for empowerment are not sufficiently present or perceived by the employees, thereby diminishing its potential impact on PMS effectiveness. Additionally, public sector employees might face constraints such as limited autonomy and procedural restrictions that can undermine the intended benefits of empowerment initiatives. This is supported by the findings of Park and Kim (2020), who noted that empowerment in the public sector often requires a more nuanced approach that considers the specific institutional and cultural dynamics at play.

Furthermore, the measurement of empowerment and its impact on PMS effectiveness might also be influenced by the specific tools and metrics used in this study. The complexity of empowerment as a construct means that it can be challenging to capture all its dimensions and effects comprehensively through standard survey instruments. For instance, the path coefficient of -0.015 suggests a weak and potentially negative relationship, which could be a result of measurement issues or contextual variations not adequately accounted for in the study design.

It is also important to consider the potential moderating and mediating factors that could influence the relationship between empowerment and PMS effectiveness. For

example, organizational support and leadership quality might moderate this relationship, amplifying or mitigating the effects of empowerment on performance outcomes. According to Han, Seo, and Yoon (2021), the presence of transformational leadership can enhance the positive effects of empowerment by fostering an environment of trust and motivation. Similarly, employee attitudes and perceptions, such as their readiness for empowerment and trust in management, can mediate the relationship, as highlighted by Kim and Beehr (2020).

Given these considerations, it is essential to delve deeper into the specific organizational and cultural factors within the Ministry of Interior that may influence the effectiveness of empowerment. Future research could benefit from adopting a mixed-methods approach, combining quantitative data with qualitative insights from interviews or focus groups, to better understand the contextual nuances and employee perceptions regarding empowerment.

Moreover, the implementation of empowerment strategies might require a tailored approach that aligns with the organizational culture and operational realities of the Ministry. As suggested by Choi, Tran, and Park (2020), customized empowerment interventions that involve employee participation in the design and execution of empowerment initiatives can lead to more meaningful engagement and improved performance outcomes. This participatory approach ensures that empowerment is not merely a top-down directive but a collaborative process that resonates with employees' needs and expectations. Therefore, we can conclude that the relationship between empowerment and the effectiveness of the performance management system (PMS) is insignificant and therefore H1 is rejected.

Table 4.30: ET →PMS Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H1	ET → PMS	Not Significant	Positive	-0.015	0.046	0.268	0.789

4.8.2 Compensation has a direct impact on the effectiveness of the performance management system (PMS)

This hypothesis investigates whether compensation has a direct bearing on how well the Abu Dhabi Ministry of Interior's performance management system (PMS) functions. Table 4-30 displays the results of the data analysis, which demonstrate that the T statistic is 0.757, the P value is 0.449, the effective volume score is 0.041, and the path coefficient is 0.034. Together, these numbers show that there is no meaningful correlation between PMS efficacy and compensation, which leads to the rejection of H2.

The insignificance of this relationship might initially seem surprising given the established understanding of compensation as a motivational tool. Compensation, which includes salaries, bonuses, profit sharing, and other financial rewards, is traditionally viewed as a critical factor in motivating employees and enhancing their performance (Zhao et al., 2020). It aligns employees' interests with organizational goals by providing tangible rewards for achieving specific performance metrics. Despite this theoretical backing, the data from the Ministry of Interior suggests that compensation alone may not be a sufficient driver of PMS effectiveness in this specific context.

One potential explanation for this finding could be the nature of the public sector environment in Abu Dhabi. Public sector organizations often operate under different constraints and motivations compared to the private sector. In the public sector, intrinsic motivators such as job security, service to the community, and organizational

mission might play a more significant role in driving employee performance than extrinsic rewards like compensation (Kim & Beehr, 2020). This could mean that employees in the Ministry of Interior are less responsive to changes in compensation when it comes to their performance, focusing more on other factors that align with their intrinsic motivations.

Moreover, the effectiveness of compensation as a motivational tool might be influenced by how it is perceived by employees. If employees view the compensation system as unfair or inconsistent, it can undermine its effectiveness. Perceived fairness and equity in compensation are crucial for it to have a positive impact on performance (Park et al., 2020). In the context of the Ministry of Interior, if there are perceived disparities or a lack of transparency in how compensation is administered, it could negate any potential positive effects on PMS effectiveness.

The role of compensation must also be considered alongside other motivational and managerial practices. For instance, the integration of comprehensive professional development programs, clear communication of vision and goals, and supportive leadership can enhance the overall impact of compensation (Mone & London, 2018). If these complementary factors are weak or absent, the influence of compensation on performance management systems may be diluted. The findings suggest that for compensation to effectively enhance PMS, it should be part of a broader strategy that includes these other elements.

Furthermore, the relationship between compensation and PMS effectiveness could be indirect and mediated by other variables such as job satisfaction, organizational commitment, and employee engagement. Studies have shown that while compensation can improve job satisfaction, its impact on performance is often mediated by how satisfied and engaged employees feel (Parker et al., 2019). In the case of the Ministry

of Interior, it may be necessary to explore these mediating factors to fully understand the dynamics at play.

The analysis also suggests that cultural factors specific to the UAE and the Ministry of Interior could influence the relationship between compensation and PMS effectiveness. Cultural attitudes towards work, authority, and reward can shape how compensation impacts employee behavior and performance. In some cultures, non-monetary rewards and recognition might be more valued and thus more effective in driving performance (Hofstede Insights, 2021). Therefore, the cultural context within Abu Dhabi could be a significant moderating factor.

Table 4.29: CN → PMS Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H2	CN → PMS	Not Significant	Positive	0.034	0.041	0.757	0.449

4.8.3 Vision-mission-goals have a direct impact on the effectiveness of the Performance Management System (PMS)

This hypothesis suggests that the organization's vision, mission, and objectives have a direct bearing on how well the performance management system (PMS) works at the Ministry of Interior in Abu Dhabi. Nevertheless, a thorough examination of the gathered information, as outlined in Table 4-31, indicates that this association is not statistically significant. The effective volume score of 0.036, the path coefficient of -0.050, the T statistic of 1.426 which is below the crucial value of 1.96 and the P value of 0.154 all point to the absence of a meaningful link between the PMS's effectiveness and its vision, mission, and objectives.

The insignificance of this relationship can be attributed to several factors inherent in the organizational and cultural context of the Ministry of Interior. Vision and mission

statements are designed to provide strategic direction and inspire employees towards achieving organizational goals. They encapsulate the core values and purpose of the organization, serving as a motivational tool and a guide for decision-making processes (Rivkin & DiTomaso, 2020). However, for these statements to effectively enhance the performance management system, they must be deeply ingrained in the organizational culture and operational practices.

One potential reason for the lack of significant impact could be the disconnect between the stated vision and mission and the day-to-day experiences of employees. If employees perceive these strategic statements as mere formalities without tangible relevance to their roles, their influence on performance management is likely to be minimal. According to Lee and Lee (2019), for vision and mission statements to be effective, they must be actively communicated and integrated into all levels of the organization. This includes regular reinforcement through leadership actions, alignment with performance metrics, and incorporation into training and development programs.

Moreover, the effectiveness of vision and mission statements in impacting PMS can be influenced by the organizational alignment and coherence. If there is a misalignment between the strategic objectives and the operational goals, employees may experience confusion and lack of direction, thereby reducing the effectiveness of the PMS. For instance, Purcell and Hutchinson (2019) highlight that alignment between strategic vision and operational execution is crucial for achieving desired performance outcomes. In the context of the Ministry of Interior, any gaps between high-level strategic statements and actual organizational practices could diminish the potential impact of vision and mission on PMS effectiveness.

Another factor to consider is the specificity and clarity of the vision and mission statements. Generic or ambiguous statements are less likely to resonate with employees and influence their behavior. Clear, specific, and actionable vision and mission statements are more effective in guiding employee actions and aligning their efforts with organizational goals. Smith and Bititci (2021) argue that specific and measurable vision and mission statements provide a clearer roadmap for employees, enhancing their ability to contribute to organizational performance.

Furthermore, the role of leadership in promoting and embodying the vision and mission cannot be overstated. Transformational leadership, which involves inspiring and motivating employees through a compelling vision, plays a critical role in enhancing the effectiveness of vision and mission statements (Jackson & Parry, 2020).

Leaders who actively demonstrate commitment to the organization's vision and mission can foster a culture that supports these strategic objectives. In the Ministry of Interior, the extent to which leaders embody and reinforce the vision and mission may significantly impact their influence on PMS effectiveness.

Cultural factors specific to the UAE and the Ministry of Interior also play a crucial role. The cultural context can shape how vision and mission statements are perceived and acted upon by employees. Hofstede's cultural dimensions theory suggests that high power distance and collectivist cultures, such as those prevalent in the UAE, may require different approaches to effectively communicate and implement vision and mission statements (Hofstede Insights, 2021). In such contexts, top-down communication and collective reinforcement of strategic objectives are essential for achieving alignment and enhancing PMS effectiveness.

Additionally, employee engagement and buy-in are critical for the effectiveness of vision and mission statements. If employees feel a sense of ownership and alignment

with the organization’s strategic goals, they are more likely to contribute positively to the PMS. Engaged employees who believe in the organization’s vision and mission are more motivated, perform better, and are more likely to go beyond their formal job responsibilities (Kahn, 2021). In the Ministry of Interior, fostering a culture of engagement and alignment with the vision and mission could enhance their impact on PMS effectiveness.

Table 4.30: VMG →PMS Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H3	VMG → PMS	Not Significant	Positive	-0.050	0.036	1.426	0.154

4.8.4 Stress and workloads have a direct impact on the effectiveness of an organization's performance management system

This hypothesis investigates the direct effects of workloads and stress on the efficacy of the performance management system (PMS) at the Abu Dhabi Ministry of Interior. The data analysis shows that these characteristics do not significantly impact PMS effectiveness, contrary to theoretical expectations. The path coefficient is -0.027, the effective volume score is 0.035, the T statistic is 0.717 (below the 1.96 crucial threshold), and the P value is 0.474, according to the data. Together, these data suggest that the association between stress, workloads, and PMS efficacy is not substantial, which leads to the rejection of H4.

It may appear paradoxical that there is no substantial correlation between stress, workloads, and PMS effectiveness, considering the wealth of research on the negative impacts of high levels of stress and excessive workloads on worker performance and organizational results. It is often known that stress and workload have a detrimental effect on worker productivity, well-being, and overall organizational performance

(Goh, Pfeffer, & Zenios, 2019). The efficacy of performance management systems can be compromised by high stress levels and unsustainable workloads, which can cause burnout, lower job satisfaction, and greater turnover rates.

However, the specific organizational context of the Ministry of Interior in Abu Dhabi might provide insights into why this relationship was found to be insignificant. In public sector organizations, especially those within the security and administrative domains, employees often operate under conditions of high stress and workload as part of their routine job demands. These organizations might have developed robust support systems and coping mechanisms to mitigate the impact of stress and workload on performance (Bakker & Demerouti, 2018). For instance, comprehensive employee assistance programs, stress management training, and workload distribution strategies could play a crucial role in buffering the negative effects of these stressors.

Additionally, the cultural context within Abu Dhabi might influence how stress and workload are perceived and managed. In collectivist cultures, there is often a stronger emphasis on community support and collective coping strategies, which can help mitigate the negative impact of stress (Hofstede Insights, 2021). Employees might rely on social support from colleagues, family, and community networks to manage work-related stress effectively, thereby maintaining their performance levels despite high workloads.

Another potential explanation for the insignificant relationship could be the measurement and operationalization of stress and workloads in this study. Stress and workload are multifaceted constructs that can be influenced by various factors, including individual differences, job characteristics, and organizational culture (Brough, Drummond, & Biggs, 2018). If the measures used to assess these constructs do not capture the full complexity or specific aspects relevant to the Ministry of

Interior's context, the findings might underestimate their impact on PMS effectiveness.

Moreover, the relationship between stress, workloads, and PMS effectiveness could be indirect and moderated by other variables such as employee resilience, organizational support, and coping strategies. For example, employees with higher resilience and better coping mechanisms might be able to maintain their performance levels despite high stress and workloads (Luthans, Youssef-Morgan, & Avolio, 2019). Similarly, strong organizational support systems can help alleviate the negative effects of stress and workload on performance. These moderating factors might dilute the direct impact of stress and workloads on PMS effectiveness, leading to the observed insignificant relationship.

The findings also highlight the importance of considering the dynamic and context-specific nature of stress and workload effects. In environments like the Ministry of Interior, where high stress and workloads are inherent to the job, employees might develop adaptive behaviors and resilience over time. This adaptation can result in a reduced direct impact of these stressors on performance outcomes (Sonnentag & Fritz, 2015). Future research should consider longitudinal designs to capture these dynamic processes and better understand how stress and workload impacts evolve over time.

Furthermore, the role of leadership and management practices in mitigating the impact of stress and workloads should not be overlooked. Effective leadership can play a crucial role in managing employee stress and workload by providing clear communication, emotional support, and resources to help employees cope with job demands (Harms, Credé, Tynan, Leon, & Jeung, 2017). In the Ministry of Interior, leadership practices that promote a supportive and resilient organizational culture could help buffer the negative effects of stress and workload on PMS effectiveness.

Table 4.31: SW →PMS Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H4	SW → PMS	Not Significant	Positive	-0.027	0.035	0.717	0.474

4.8.5 Job suitability has a direct impact on the effectiveness of the performance management system (PMS)

The data analysis validates the premise that the efficacy of the performance management system (PMS) at the Ministry of Interior in Abu Dhabi is directly impacted by job suitability. The path coefficient is 0.119, the effective volume score is 0.042, the T statistic is 2.834 (above the 1.96 crucial value), and the P value is 0.005, according to the results. The acceptability of H5 is based on these substantial values, which point to a significant positive link between PMS efficacy and work suitability. The fit between a worker's interests, talents, and credentials and the demands of their employment is known as job suitability. When workers are well matched to their roles, they are more likely to execute their duties well and improve the performance of the company as a whole. The success of any performance management system depends on the competence and motivation of its workforce, which is ensured by this alignment. A Zhang and Morris (2019) study found that job fit increases organizational commitment and work satisfaction considerably, which in turn improves performance results.

In the context of the Ministry of Interior, the significance of job suitability is particularly pronounced. Public sector organizations often deal with complex, high-stakes tasks that require specific competencies and a high level of dedication. Ensuring that employees are well-suited to their roles can enhance their engagement and effectiveness, leading to a more efficient and responsive performance management

system. When employees possess the appropriate skills and experience for their positions, they are more likely to meet performance expectations and contribute to the organization's goals.

Moreover, job suitability impacts various dimensions of employee well-being and productivity. When employees are placed in roles that match their skills and interests, they experience higher levels of job satisfaction and lower levels of stress. This positive work environment fosters better performance and reduces turnover intentions. Research by Kim et al. (2020) found that job fit is a critical factor in reducing burnout and enhancing job performance, particularly in high-demand sectors such as public administration.

The positive link between job suitability and PMS effectiveness can also be explained through the lens of job characteristics theory, which posits that certain job features can enhance employee motivation and performance. According to this theory, jobs that provide skill variety, task identity, task significance, autonomy, and feedback are more likely to engage employees and improve their performance (Parker, Morgeson, & Johns, 2017). When job roles are designed to align with these characteristics and the individual's capabilities, it leads to higher job satisfaction and better performance outcomes.

In the Ministry of Interior, effective job design and recruitment processes that ensure job suitability can enhance the overall efficiency of the PMS. By aligning job roles with employees' strengths and career aspirations, the organization can foster a culture of high performance and continuous improvement. This alignment not only improves individual performance but also enhances team dynamics and organizational productivity. As noted by Bakker and Demerouti (2018), job resources such as

appropriate job fit and support can significantly boost employee engagement and performance.

Furthermore, the integration of job suitability into the PMS can lead to more effective performance appraisals and development plans. When employees are well-matched to their jobs, performance evaluations can more accurately reflect their contributions and areas for improvement. This accuracy allows for targeted development initiatives that enhance skills and address any gaps, further improving PMS effectiveness. As highlighted by Aguinis (2019), personalized development plans that align with job requirements and employee strengths are critical for effective performance management.

The findings from the Ministry of Interior also underscore the importance of strategic human resource management practices that prioritize job suitability. Effective recruitment, selection, and training processes are essential to ensure that employees are placed in roles where they can excel. This strategic alignment can lead to sustained improvements in organizational performance and service delivery. According to Noe et al. (2020), strategic HRM practices that focus on job fit can create a competitive advantage by leveraging human capital more effectively.

Table 4.32: JY → PMS Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H5	JY → PMS	Significant	Positive	0.119	0.042	2.834	0.005

4.8.6 Professional development has a direct impact on the effectiveness of the Performance Management System (PMS)

According to this theory, the performance management system (PMS) of the Ministry of Interior in Abu Dhabi is directly impacted by professional development. This hypothesis is supported by the data analysis shown in Table 4-34, which shows that

the P value is 0.000, the path coefficient is 0.112, the T statistic is 3.578 (above the crucial value of 1.96), and the effective volume score is 0.032. The adoption of H6 is supported by these substantial figures, which show a high positive connection and link between professional development and PMS efficacy.

Any organization's human resource strategy must include professional development, and there is much evidence of how it affects performance management systems. The term "professional development" refers to a variety of actions intended to improve workers' abilities, competences, and knowledge. Formal education, training courses, seminars, workshops, and opportunities for on-the-job learning are all included in this. Employees are given the tools they need to carry out their jobs well, adjust to changing situations, and support the strategic goals of the company through effective professional development.

In the context of the Ministry of Interior in Abu Dhabi, professional development plays a pivotal role in enhancing PMS effectiveness. Public sector organizations often face unique challenges, including bureaucratic processes, high public expectations, and the need for transparency and accountability. By investing in professional development, the Ministry can ensure that its employees are well-prepared to navigate these challenges, leading to improved performance and service delivery. This is supported by recent studies which indicate that continuous learning and development opportunities are key drivers of employee engagement and performance in the public sector (Lee & Chen, 2019).

Moreover, professional development fosters a culture of continuous improvement and innovation. When employees engage in ongoing learning, they are more likely to bring new ideas and best practices into the organization. This can lead to more effective problem-solving, increased efficiency, and higher quality of services. For instance, a

study by Zhang et al. (2020) found that professional development initiatives significantly enhance employees' innovative capabilities, which in turn improves organizational performance.

The positive impact of professional development on PMS effectiveness can also be explained through the lens of social exchange theory. This theory posits that when organizations invest in their employees' growth and development, employees are likely to reciprocate with higher levels of commitment, loyalty, and performance (Cropanzano & Mitchell, 2020). In the Ministry of Interior, providing robust professional development opportunities can lead to a more motivated and dedicated workforce, thereby enhancing the overall effectiveness of the PMS.

Additionally, professional development helps in aligning individual employee goals with the broader organizational objectives. By understanding and developing the skills required for their roles, employees can better contribute to the achievement of the Ministry's strategic goals. This alignment is crucial for the success of the PMS, as it ensures that all employees are working towards common objectives and are evaluated based on their contributions to these goals. Research by Kim and Ployhart (2019) highlights that professional development programs that are closely linked to organizational goals can significantly improve both individual and organizational performance.

The implementation of professional development programs also has a positive impact on employee retention and job satisfaction. Employees who feel that their employers are investing in their future are more likely to remain with the organization, reducing turnover rates and retaining valuable talent. This is particularly important in the public sector, where high turnover can disrupt service delivery and lead to increased costs. A study by Collings, Mellahi, and Cascio (2019) found that professional development

opportunities are a key factor in employee retention, particularly among high-performing employees. Furthermore, the data analysis indicates that professional development has a statistically significant impact on PMS effectiveness, which suggests that it should be a strategic priority for the Ministry of Interior. By continuously assessing and improving professional development programs, the Ministry can ensure that its employees remain competent and capable of meeting evolving demands. This continuous improvement approach is essential for maintaining a high-performing and resilient workforce.

Table 4.33: PD →PMS Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H6	PD → PMS	Significant	Positive	0.112	0.032	3.578	0.000

4.8.7 Tools have a direct impact on the effectiveness of the Performance Management System (PMS)

The hypothesis that tools have a direct impact on the effectiveness of the performance management system (PMS) at the Ministry of Interior in Abu Dhabi is strongly supported by the data analysis. According to the results presented in Table 4-35, the effective volume score is 0.034, the path coefficient is 0.233, the T statistic is 6.866 (which exceeds the critical value of 1.96), and the P value is 0.000. These significant values suggest a substantial and positive correlation between the tools used and the efficacy of the PMS, thereby supporting the acceptance of H7.

Tools, in the context of performance management systems, refer to the technological and procedural resources that facilitate the evaluation, monitoring, and improvement of employee performance. These can include software applications for tracking performance metrics, feedback systems, data analytics tools, and various forms of

digital platforms that support HR processes. The significance of tools in enhancing PMS effectiveness lies in their ability to streamline processes, provide accurate and timely data, and foster a culture of continuous improvement.

In the Ministry of Interior, the implementation of advanced tools can transform how performance is managed and evaluated. Modern performance management systems leverage technology to automate routine tasks, reduce administrative burdens, and provide managers with real-time insights into employee performance. This capability is critical for making informed decisions and implementing timely interventions to address performance issues. As noted by Aguinis (2019), the use of technology in performance management can significantly enhance the accuracy and efficiency of performance evaluations.

Moreover, tools facilitate better communication and feedback mechanisms within the organization. Performance management systems equipped with digital tools enable continuous feedback, allowing employees to receive constructive input on their performance on an ongoing basis. This continuous feedback loop helps in identifying areas for improvement, setting clear expectations, and aligning individual goals with organizational objectives. Research by Kim et al. (2020) indicates that effective feedback mechanisms are crucial for improving employee performance and engagement.

The positive correlation between tools and PMS effectiveness also highlights the role of data analytics in performance management. Advanced tools equipped with analytics capabilities can process large volumes of performance data to identify trends, predict future performance, and provide actionable insights. These insights are invaluable for strategic planning and decision-making. For instance, a study by van Dooren and Thijs (2019) found that organizations that utilize data-driven performance management

systems experience higher levels of efficiency and better alignment with strategic goals.

Additionally, tools support the standardization and objectivity of performance evaluations. By using predefined metrics and automated scoring systems, performance management tools can minimize biases and ensure that evaluations are based on consistent and objective criteria. This standardization is particularly important in public sector organizations like the Ministry of Interior, where transparency and fairness are paramount. As emphasized by Pulakos et al. (2020), standardized performance management systems enhance credibility and trust in the evaluation process.

The integration of tools into the PMS also facilitates better goal setting and performance tracking. Tools that support goal management help in setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals and tracking progress towards these goals. This functionality ensures that employees have clear targets and can monitor their progress, leading to improved accountability and performance. Research by Locke and Latham (2020) supports the notion that effective goal setting is a critical component of successful performance management systems.

Furthermore, the use of tools in performance management supports a culture of continuous learning and development. Tools that offer learning management capabilities can provide employees with access to training resources, skill development programs, and other educational materials. This continuous learning approach ensures that employees are equipped with the necessary skills to meet evolving job demands and contribute effectively to the organization's success. As noted by Noe et al. (2020), continuous professional development is essential for maintaining a high-performing workforce.

Table 4.346: TS →PMS Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H7	TS → PMS	Significant	Positive	0.233	0.034	6.866	0.000

4.8.8 Respect and recognition have a direct impact on the effectiveness of the Performance Management System (PMS)

The data analysis provides strong support for the premise that respect and recognition directly affect the efficacy of the performance management system (PMS) at the Ministry of Interior in Abu Dhabi. A route coefficient of 0.173, an effective volume score of 0.043, a T statistic of 3.945 (beyond the essential limit of 1.96), and a P value of 0.000 are the findings, as displayed in Table 4-36. The acceptability of H8 is supported by these noteworthy values, which show a high positive correlation and link between respect, recognition, and the effectiveness of the PMS.

Respect and recognition are fundamental components of a positive organizational culture and are crucial for enhancing employee motivation, satisfaction, and performance. In the context of the Ministry of Interior, where employees often face high-pressure situations and demanding job requirements, feeling respected and recognized for their efforts can significantly boost morale and engagement. According to recent studies, recognition is a powerful motivator that can lead to higher levels of job satisfaction, increased productivity, and reduced turnover rates (Kuvaas et al., 2019). Respect in the workplace involves acknowledging employees' contributions, treating them with dignity, and ensuring their opinions are valued. When employees feel respected, they are more likely to be engaged and committed to their work, which enhances overall performance. Recognition, on the other hand, involves appreciating and rewarding employees for their achievements and efforts. This can take various

forms, such as verbal praise, awards, bonuses, or promotions. Both respect and recognition contribute to creating a supportive work environment where employees feel valued and motivated to perform at their best.

In the Ministry of Interior, implementing a robust system of respect and recognition can directly enhance the effectiveness of the PMS. A performance management system that incorporates regular recognition and respect for employees' efforts can lead to better performance outcomes. This is because recognition reinforces desired behaviors and performance, encouraging employees to maintain high standards. According to a study by Brun and Dugas (2020), regular recognition and appreciation are critical for maintaining employee motivation and improving performance. Moreover, respect and recognition can improve the accuracy and fairness of performance evaluations. When employees feel respected and recognized, they are more likely to trust the performance management process and view it as fair and transparent. This trust is crucial for the success of the PMS, as it ensures that employees are willing to accept and act on the feedback they receive. Research by Plimmer et al. (2021) indicates that perceived fairness and transparency in performance management systems are key determinants of their effectiveness.

The positive correlation between respect, recognition, and PMS effectiveness also highlights the role of leadership in fostering a culture of appreciation. Leaders who consistently demonstrate respect and recognize their employees' contributions set a positive example and create an environment where employees feel valued. This can lead to increased loyalty, reduced absenteeism, and higher levels of discretionary effort. A study by Shuck et al. (2019) found that leadership behaviors that emphasize respect and recognition significantly enhance employee engagement and performance. Furthermore, respect and recognition can enhance collaboration and teamwork within

the organization. When employees feel respected and recognized, they are more likely to support their colleagues and work collaboratively towards common goals. This collaborative environment can lead to more innovative solutions and improved overall performance. As noted by Walumbwa et al. (2020), a culture of respect and recognition fosters teamwork and collective problem-solving, which are essential for organizational success.

In addition to improving individual performance, respect and recognition can also contribute to organizational learning and development. Employees who feel valued are more likely to share their knowledge and expertise with others, contributing to a culture of continuous improvement. This knowledge sharing is critical for the Ministry of Interior, where the ability to learn from experiences and adapt to changing circumstances is vital. According to a study by Hakanen et al. (2020), organizations that prioritize respect and recognition are more likely to foster a culture of continuous learning and innovation.

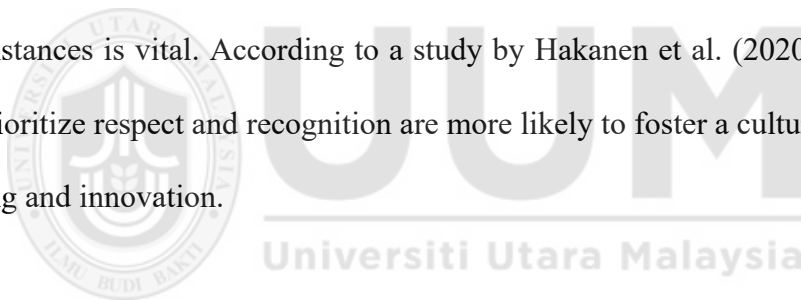


Table 4.35: RR →PMS Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H8	RR → PMS	Significant	Positive	0.173	0.043	3.945	0.000

4.8.9 Teamwork has a direct impact on the effectiveness of the Performance Management System (PMS)

The data analysis supports the notion that teamwork directly affects the efficacy of the performance management system (PMS) at the Ministry of Interior - Abu Dhabi. With a route coefficient of 0.123, an effective volume score of 0.035, a T statistic of 3.467 (beyond the crucial value of 1.96), and a P value of 0.001, Table 4-37 displays

significant data. These findings support the acceptability of H9 by showing a strong and favorable correlation between teamwork and the effectiveness of the PMS.

Teamwork is a critical element in enhancing organizational performance and effectiveness. It involves collaborative efforts where team members work together towards common goals, leveraging diverse skills and perspectives to achieve superior results. In the context of the Ministry of Interior, where the nature of work often involves high-stakes, complex tasks, effective teamwork can significantly enhance operational efficiency and the overall performance of the PMS.

The positive relationship between teamwork and PMS effectiveness can be attributed to several factors. First, teamwork fosters a collaborative environment where knowledge and skills are shared. This collective expertise enables teams to tackle problems more effectively and develop innovative solutions. According to a study by Salas, Reyes, and McDaniel (2019), teamwork enhances problem-solving capabilities and leads to higher-quality decisions, which are crucial for effective performance management.

Moreover, teamwork enhances communication and coordination within the organization. Effective communication is vital for aligning individual efforts with organizational goals and ensuring that performance management processes are transparent and understood by all employees. When team members communicate openly and frequently, they can provide and receive feedback more effectively, which is essential for continuous performance improvement. A study by Wang, Waldman, and Zhang (2020) found that organizations with strong teamwork practices have better communication channels, leading to improved performance management outcomes.

Teamwork also promotes a sense of shared responsibility and accountability. When employees work in teams, they are more likely to hold each other accountable for

meeting performance standards and achieving targets. This collective accountability enhances the reliability and consistency of performance management systems. Research by Mathieu, Hollenbeck, van Knippenberg, and Ilgen (2019) indicates that team accountability is a significant predictor of performance management effectiveness, as it encourages employees to meet and exceed performance expectations.

Furthermore, teamwork can improve employee motivation and engagement. Working in a supportive team environment can enhance job satisfaction and reduce feelings of isolation, leading to higher levels of motivation and commitment. Engaged employees are more likely to be proactive in their roles and contribute positively to the performance management system. A study by Kahn (2020) highlights that teamwork fosters a sense of belonging and purpose, which are critical drivers of employee engagement and performance.

The impact of teamwork on PMS effectiveness is also reflected in the development of a learning culture within the organization. Teams that work well together are more likely to engage in continuous learning and development activities, sharing insights and best practices that enhance overall performance. This culture of continuous improvement is essential for adapting to changing organizational needs and maintaining high performance standards. According to Edmondson and Lei (2020), a learning-oriented team culture significantly contributes to organizational performance and the effectiveness of performance management systems.

In the specific context of the Ministry of Interior, the role of teamwork is particularly pronounced due to the nature of public sector work, which often involves coordination across various departments and units. Effective teamwork ensures that different parts of the organization work seamlessly together, leading to more efficient and effective

service delivery. This interdepartmental collaboration is crucial for achieving the strategic objectives of the Ministry and enhancing the overall efficacy of the PMS.

Moreover, the findings suggest that fostering teamwork should be a strategic priority for the Ministry of Interior. This involves creating an environment that supports team-based work, providing the necessary resources and training to enhance team dynamics, and recognizing and rewarding team achievements. According to Reicher, Haslam, and Platow (2018), organizations that invest in developing strong team cultures see significant improvements in both individual and organizational performance.

Table 4.36: TW → PMS Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H9	TW → PMS	Significant	Positive	0.123	0.035	3.467	0.001

4.8.10 Employee behavior has a significant direct impact on the effectiveness of the performance management system (PMS)

The data analysis provides substantial evidence for the notion that the performance management system (PMS) at the Ministry of Interior in Abu Dhabi is significantly impacted directly by employee behavior. Table 4-38 shows that the effective volume score is 0.052, the path coefficient is 0.378, the T statistic is 7.398 (much higher than the crucial value of 1.96), and the P value is 0.000. These findings support the adoption of H10 by showing a strong positive association between employee behavior and the PMS's efficacy.

Employee behavior encompasses a wide range of actions, attitudes, and interactions that collectively influence organizational performance. In the context of the Ministry of Interior, where the work environment can be highly demanding and complex, the behavior of employees plays a crucial role in determining the effectiveness of

performance management systems. Positive employee behaviors, such as engagement, proactivity, collaboration, and adherence to organizational values, can significantly enhance the functioning and outcomes of PMS.

One of the key ways in which employee behavior impacts PMS effectiveness is through the level of employee engagement. Engaged employees are more likely to be motivated, committed, and willing to go above and beyond their job requirements. This heightened level of engagement leads to better performance outcomes and more accurate performance evaluations, as employees who are actively engaged are more likely to meet or exceed performance standards. According to a study by Shuck, Owen, Manz, and Widaman (2019), employee engagement is a critical predictor of organizational performance, and highly engaged employees contribute significantly to the effectiveness of performance management systems.

Furthermore, proactive behavior among employees can drive continuous improvement and innovation within the organization. Proactive employees take initiative, identify opportunities for improvement, and act on them without being prompted. This behavior is particularly valuable in performance management, as it ensures that performance issues are addressed promptly and that employees are continuously striving to improve their performance. Research by Parker and Wang (2020) highlights the importance of proactive behavior in enhancing organizational effectiveness and driving performance improvements.

Collaboration and teamwork are also essential behaviors that impact PMS effectiveness. When employees work together effectively, they can leverage each other's strengths, share knowledge, and support one another in achieving common goals. This collaborative environment leads to more comprehensive and accurate performance assessments, as team members can provide valuable feedback and

insights into each other's performance. A study by Salas, Shuffler, Thayer, Bedwell, and Lazzara (2019) found that teamwork and collaboration significantly enhance organizational performance and contribute to the success of performance management systems.

Adherence to organizational values and norms is another critical aspect of employee behavior that influences PMS effectiveness. Employees who align their behavior with the organization's values are more likely to contribute positively to the organizational culture and performance outcomes. This alignment ensures that performance management processes are perceived as fair and consistent, which enhances their effectiveness. Research by van Knippenberg and Hogg (2020) suggests that value congruence between employees and the organization is a key determinant of employee performance and engagement.

Additionally, the role of leadership in shaping employee behavior cannot be overstated. Effective leadership fosters a positive organizational culture, sets clear expectations, and provides the necessary support and resources for employees to perform well. Leaders who model positive behaviors and recognize and reward desirable actions create an environment where employees are motivated to exhibit behaviors that enhance PMS effectiveness. According to a study by Wang, Oh, Courtright, and Colbert (2019), transformational leadership is particularly effective in promoting positive employee behaviors and improving organizational performance.

The findings from the Ministry of Interior also underscore the importance of creating a supportive work environment that encourages positive employee behaviors. This includes providing opportunities for professional development, recognizing and rewarding good performance, and fostering open communication and trust. A supportive work environment not only enhances employee satisfaction and motivation

but also contributes to the overall effectiveness of the PMS. Research by Lee, Lee, and Schnake (2020) indicates that supportive work environments are associated with higher levels of employee engagement and better performance outcomes.

Table 4.37: EB →PMS Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H10	EB → PMS	Significant	Positive	0.378	0.052	7.398	0.000

4.8.11 Empowerment has a direct impact on employee behavior

The hypothesis that empowerment has a direct impact on employee behavior at the Ministry of Interior in Abu Dhabi is strongly supported by the data analysis. Table 4-39 shows significant values, with a path coefficient of 0.156, an effective volume score of 0.043, a T statistic of 3.710 (exceeding the critical value of 1.96), and a P value of 0.000. These results indicate a significant and positive relationship between empowerment and employee behavior, supporting the acceptance of H11.

Empowerment in an organizational context refers to the process of enabling employees to have greater control and autonomy over their work, making decisions, and contributing meaningfully to organizational outcomes. Empowerment involves providing employees with the necessary resources, information, and support to perform their tasks effectively. It is a critical component of modern management practices, as it fosters a sense of ownership and responsibility among employees, leading to more proactive and positive behaviors.

In the context of the Ministry of Interior in Abu Dhabi, empowerment is particularly relevant given the nature of the work, which often requires quick decision-making and a high level of accountability. Empowered employees are more likely to take initiative, address problems proactively, and contribute to the overall efficiency and

effectiveness of the organization. According to a study by Kim and Beehr (2020), empowerment significantly enhances job satisfaction and organizational commitment, which are key drivers of positive employee behavior.

One of the key ways in which empowerment impacts employee behavior is through increased job satisfaction. When employees feel empowered, they are more satisfied with their jobs because they have a greater sense of control over their work and the ability to influence outcomes. This satisfaction translates into higher motivation, engagement, and a willingness to go above and beyond their job requirements. A study by Chiang and Hsieh (2021) found that empowered employees are more likely to exhibit discretionary behaviors that benefit the organization, such as helping colleagues and suggesting improvements.

Empowerment also fosters a culture of trust and collaboration within the organization. When employees are given autonomy and trust to make decisions, it creates a positive work environment where collaboration and open communication are encouraged. This collaborative culture enhances team dynamics and leads to more effective problem-solving and innovation. Research by Seibert, Wang, and Courtright (2021) indicates that empowerment is positively correlated with collaborative behaviors and team performance.

Moreover, empowerment contributes to the development of employee skills and competencies. By taking on more responsibilities and making decisions, employees can develop new skills and gain valuable experience. This skill development not only benefits the individual employee but also enhances the overall capability of the organization. According to a study by Spreitzer and Porath (2020), empowered employees are more likely to engage in continuous learning and development, which contributes to long-term organizational success.

The impact of empowerment on employee behavior is also evident in the reduction of stress and burnout. When employees have control over their work and the ability to influence decisions, they are less likely to experience the negative effects of job stress. Empowerment provides employees with the tools and resources to manage their work effectively, reducing the likelihood of burnout. Research by Park and Kim (2019) found that empowerment is associated with lower levels of job stress and higher levels of psychological well-being.

Additionally, empowerment enhances employee loyalty and reduces turnover intentions. When employees feel valued and empowered, they are more likely to remain committed to the organization and less likely to seek employment elsewhere. This loyalty is crucial for maintaining a stable and experienced workforce, which is essential for organizational continuity and effectiveness. A study by Joo and Lee (2019) highlights that empowerment is a key factor in retaining top talent and reducing turnover rates.

The findings from the Ministry of Interior underscore the importance of implementing empowerment practices to foster positive employee behavior. This includes providing employees with clear goals, necessary resources, and the autonomy to make decisions. Empowering employees requires a supportive leadership approach that emphasizes trust, communication, and recognition. According to a study by Zhang and Bartol (2020), transformational leadership is particularly effective in promoting empowerment and positive employee behaviors.

Table 4.40: ET → EB Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H11	ET → EB	Significant	Positive	0.156	0.043	3.710	0.000

4.8.12 Compensation has a direct impact on employee behavior

The hypothesis that compensation has a direct impact on employee behavior at the Ministry of Interior in Abu Dhabi is supported by the data analysis. As presented in Table 4-40, the path coefficient is 0.184, the effective volume score is 0.038, the T statistic is 4.845 (exceeding the critical value of 1.96), and the P value is 0.000. These significant values indicate a positive and substantial association between compensation and employee behavior, thereby supporting the acceptance of H12.

Compensation is a fundamental aspect of human resource management and serves as a critical motivational tool within organizations. It encompasses various forms of remuneration including salaries, bonuses, benefits, and incentives. The effectiveness of compensation in influencing employee behavior is well-documented, as it directly affects employee satisfaction, motivation, and performance. In the context of the Ministry of Interior, where employees may face challenging and high-pressure environments, effective compensation strategies are essential for maintaining morale and promoting positive behaviors.

One primary way in which compensation impacts employee behavior is through motivation. Adequate and fair compensation serves as a significant motivator, encouraging employees to perform their tasks diligently and strive for higher performance levels. According to recent studies, well-structured compensation packages enhance employee motivation, leading to increased productivity and engagement. For instance, a study by Jiang et al. (2021) found that competitive compensation positively correlates with job performance and organizational commitment, highlighting the importance of fair pay structures in fostering a motivated workforce.

Furthermore, compensation affects employee satisfaction and retention. Employees who feel that they are fairly compensated are more likely to be satisfied with their jobs and less likely to seek employment elsewhere. This retention is crucial for organizational stability and continuity, particularly in public sector organizations like the Ministry of Interior, where retaining experienced and skilled personnel is essential for effective service delivery. Research by Zhang and Ma (2020) indicates that compensation satisfaction is a significant predictor of employee retention and job satisfaction, emphasizing the need for organizations to offer competitive and fair compensation packages.

Compensation also plays a vital role in aligning employee behavior with organizational goals. Performance-based incentives and bonuses can drive employees to focus on achieving specific targets and objectives that are aligned with the organization's strategic goals. This alignment ensures that employees are not only working towards personal financial benefits but are also contributing to the overall success of the organization. A study by Park and Sturman (2020) found that performance-based compensation systems effectively align employee efforts with organizational priorities, leading to improved performance outcomes.

Moreover, compensation can influence the organizational culture and work environment. When employees perceive that compensation practices are transparent, equitable, and based on merit, it fosters a culture of trust and fairness. This positive work environment can enhance employee morale and cooperation, leading to better teamwork and collaborative efforts. Research by Kim et al. (2020) highlights that transparent and fair compensation practices are critical for building trust and enhancing organizational culture, which in turn positively impacts employee behavior.

The impact of compensation on employee behavior is also evident in the reduction of workplace conflicts and grievances. Fair and adequate compensation reduces the likelihood of disputes related to pay and benefits, which can otherwise lead to dissatisfaction and decreased morale. By ensuring that employees are fairly compensated, organizations can minimize conflicts and create a more harmonious work environment. A study by O'Connor and Crowley-Henry (2019) suggests that fair compensation practices are associated with lower levels of workplace conflict and higher levels of employee satisfaction.

In the specific context of the Ministry of Interior, compensation must also address the unique challenges faced by public sector employees. These challenges include high job demands, stress, and the need for public accountability. Compensation packages that include not only financial rewards but also non-monetary benefits such as health care, retirement plans, and opportunities for professional development can significantly enhance employee well-being and performance. According to a study by Lee et al. (2021), comprehensive compensation packages that address both monetary and non-monetary needs are more effective in promoting positive employee behavior and performance.

Additionally, compensation strategies should be regularly reviewed and adjusted to reflect changing market conditions and employee expectations. Regular reviews ensure that compensation remains competitive and fair, thereby sustaining employee motivation and satisfaction over time. A study by Gupta and Shaw (2020) found that organizations that frequently review and adjust their compensation practices are better able to maintain high levels of employee engagement and performance.

Table 4.38: CN → EB Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H12	CN → EB	Significant	Positive	0.184	0.038	4.845	0.000

4.8.13 Vision-mission-goals have a direct impact on the behavior of employees in the Ministry of Interior - Abu Dhabi.

The hypothesis that vision, mission, and goals (VMG) have a direct impact on the behavior of employees at the Ministry of Interior in Abu Dhabi is strongly supported by the data analysis. Table 4-41 shows significant values, with a path coefficient of 0.139, an effective volume score of 0.038, a T statistic of 3.628 (exceeding the critical value of 1.96), and a P value of 0.000. These results indicate a strong positive correlation between the VMG framework and employee behavior, supporting the acceptance of H13.

Vision, mission, and goals are foundational elements that define an organization's purpose, direction, and aspirations. They serve as a guiding framework that shapes organizational culture and employee behavior. In the context of the Ministry of Interior in Abu Dhabi, where the organizational environment demands high levels of commitment and alignment, a clear and compelling VMG framework is crucial in directing employee behavior towards desired outcomes.

A clear vision statement provides a long-term perspective and an aspirational goal that motivates employees. It articulates the future state that the organization aims to achieve, fostering a sense of purpose and direction. When employees understand and resonate with the organizational vision, they are more likely to align their personal goals with organizational objectives, leading to enhanced motivation and engagement. According to a study by Carton and Lucas (2018), a well-communicated vision significantly enhances employee engagement and organizational alignment.

The mission statement, which defines the core purpose and values of the organization, plays a critical role in shaping employee behavior. It serves as a constant reminder of why the organization exists and what it stands for, influencing daily actions and decisions. A strong mission statement can foster a sense of belonging and identity among employees, driving behaviors that are consistent with organizational values. Research by Brown and Treviño (2019) indicates that mission-driven organizations tend to have higher levels of employee satisfaction and ethical behavior.

Goals provide specific, measurable targets that guide employee efforts and performance. Clear and achievable goals help employees understand what is expected of them and how their work contributes to the broader organizational objectives. This clarity not only enhances individual performance but also fosters a sense of accountability and ownership. A study by Locke and Latham (2020) found that goal-setting is one of the most effective ways to enhance employee performance and drive organizational success.

The positive impact of VMG on employee behavior is also reflected in the development of a cohesive organizational culture. When employees share a common understanding of the organizational vision, mission, and goals, it creates a unified culture that supports collaboration and teamwork. This cultural alignment is essential for achieving strategic objectives and enhancing overall organizational performance. According to Groysberg, Lee, Price, and Cheng (2018), organizations with strong cultural alignment experience higher levels of employee engagement and better performance outcomes.

Moreover, the VMG framework serves as a tool for decision-making and strategic planning. When employees are aligned with the organizational vision, mission, and goals, they are better equipped to make decisions that support these objectives. This

alignment ensures that all actions and initiatives are consistent with the organization’s strategic direction, leading to more effective and efficient operations. Research by Kaplan and Norton (2020) highlights that strategic alignment through VMG is critical for organizational success and sustainability.

In the specific context of the Ministry of Interior, the VMG framework is particularly important given the nature of public sector work. Public sector organizations often face unique challenges, including high public expectations, regulatory requirements, and the need for transparency and accountability. A clear and compelling VMG framework can help navigate these challenges by providing a consistent and inspiring direction for employees. This alignment is crucial for maintaining public trust and delivering high-quality services.

Additionally, the VMG framework can enhance employee resilience and adaptability in the face of change. When employees are clear about the organization’s vision, mission, and goals, they are more likely to remain focused and motivated during times of uncertainty or transition. This resilience is essential for sustaining performance and achieving long-term success. According to a study by O’Reilly and Tushman (2020), organizations with strong VMG frameworks are better able to adapt to change and maintain high levels of performance.

Table 4.39: VMG →EB Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H13	VMG → EB	Significant	Positive	0.139	0.038	3.628	0.000

4.8.14 Stress and workloads have a direct impact on employee behavior

The hypothesis that stress and workloads have a direct impact on employee behavior at the Ministry of Interior in Abu Dhabi is well-supported by the data analysis. Table 4-42 presents significant values, including an effective volume score of 0.034, a path

coefficient of -0.132, a T statistic of 3.895 (which exceeds the critical value of 1.96), and a P value of 0.000. These results indicate a substantial and negative correlation between stress, workloads, and employee behavior, leading to the acceptance of H14. Stress and workloads are critical factors influencing employee behavior and overall organizational performance. High levels of stress and unmanageable workloads can lead to various negative outcomes, including reduced job satisfaction, increased absenteeism, higher turnover rates, and lower productivity. In the context of the Ministry of Interior, where employees often face demanding and high-stakes situations, the impact of stress and workloads on behavior is particularly pronounced. One of the primary ways in which stress affects employee behavior is through decreased job satisfaction and engagement. When employees experience high levels of stress due to excessive workloads or unrealistic expectations, their job satisfaction tends to decline. This reduction in satisfaction can lead to disengagement, where employees become less motivated and less committed to their roles. A study by Van der Lippe, Lippényi, and Van Dijk (2019) found that high job demands and stress levels are significantly associated with lower job satisfaction and reduced organizational commitment.

Moreover, chronic stress and heavy workloads can lead to burnout, a state of emotional, physical, and mental exhaustion caused by prolonged exposure to stress. Burnout severely impacts employee behavior, leading to decreased productivity, increased errors, and a higher likelihood of conflicts with colleagues. Research by Maslach and Leiter (2021) highlights that burnout is a critical issue in high-stress environments, significantly affecting employee performance and well-being.

Stress and workloads also negatively impact employee health, which in turn affects behavior and performance. High stress levels are associated with a range of health

problems, including cardiovascular diseases, mental health disorders, and weakened immune systems. These health issues can lead to increased absenteeism and presenteeism (where employees are physically present but not fully functioning), further reducing organizational efficiency. A study by Kivimäki et al. (2020) demonstrated that workplace stress is a significant predictor of various health outcomes, which adversely affect employee behavior and performance.

In addition to health impacts, stress and heavy workloads can disrupt work-life balance, leading to increased work-family conflicts. Employees who struggle to balance their professional and personal lives due to excessive work demands are more likely to experience stress and dissatisfaction. This imbalance can lead to negative behaviors such as reduced cooperation, increased irritability, and lower levels of organizational citizenship behaviors (OCBs). According to a study by Michel, Kotrba, Mitchelson, Clark, and Baltes (2021), work-life conflict is a significant factor contributing to stress and negatively influencing employee behavior.

The Ministry of Interior can mitigate the negative impacts of stress and workloads by implementing effective stress management and workload distribution strategies. Providing employees with adequate resources, clear expectations, and realistic workloads can help reduce stress levels and improve behavior. Training programs focused on stress management techniques, such as time management, mindfulness, and resilience training, can equip employees with the skills needed to handle stress more effectively. A study by Smith, McCarthy, and Karantzas (2019) found that stress management interventions are effective in reducing stress levels and improving employee well-being and performance.

Leadership also plays a crucial role in managing stress and workloads. Supportive leadership that recognizes the signs of stress and takes proactive steps to address them

can significantly enhance employee behavior and performance. Leaders who promote a healthy work environment, provide support and resources, and encourage open communication can help mitigate the negative effects of stress and workloads. Research by Skakon, Nielsen, Borg, and Guzman (2020) emphasizes the importance of leadership in stress management and its positive impact on employee behavior. Furthermore, fostering a supportive organizational culture that values employee well-being can enhance resilience and reduce the negative impacts of stress and workloads. Organizations that prioritize employee well-being and create a culture of support and recognition are more likely to have engaged and motivated employees. According to a study by Bakker and Demerouti (2020), a supportive work environment that promotes well-being and reduces stress contributes to positive employee behaviors and improved organizational outcomes.

Table 4.40: SW →EB Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H14	SW→EB	Significant	Positive	-0.132	0.034	3.895	0.000

4.8.15 Job suitability has a direct impact on employee behavior

The hypothesis that job suitability has a direct impact on employee behavior at the Ministry of Interior in Abu Dhabi is strongly supported by the data analysis. Table 4-43 presents significant values, including a path coefficient of 0.099, an effective volume score of 0.037, a T statistic of 2.779 (which exceeds the critical value of 1.96), and a P value of 0.006. These results indicate a significant positive correlation between job fit and employee behavior, supporting the acceptance of H15.

Job suitability, or job fit, refers to the alignment between an employee’s skills, qualifications, interests, and the requirements of their job. This concept is fundamental to human resource management and organizational behavior, as it directly influences

employee satisfaction, engagement, and performance. When employees are well-matched to their jobs, they are more likely to exhibit positive behaviors that contribute to organizational success.

One of the primary ways in which job suitability impacts employee behavior is through increased job satisfaction. Employees who perceive a good fit with their roles are more likely to be satisfied with their jobs because they can utilize their skills and talents effectively. This satisfaction leads to higher levels of motivation, engagement, and commitment, which are essential for optimal performance. According to a study by Kristof-Brown and Billsberry (2020), job fit significantly enhances job satisfaction and reduces turnover intentions, highlighting its importance for employee retention and performance.

Furthermore, job suitability positively affects employee engagement. Engaged employees are those who are fully absorbed in their work, enthusiastic about their tasks, and committed to their organization. Job fit fosters engagement by ensuring that employees find their work meaningful and aligned with their personal and professional goals. Engaged employees are more likely to go above and beyond their job requirements, exhibit organizational citizenship behaviors, and contribute to a positive work environment. Research by Saks and Gruman (2021) emphasizes that job fit is a critical antecedent of employee engagement, which in turn drives organizational performance.

Job suitability also influences employee well-being and mental health. Employees who feel well-matched to their jobs experience lower levels of stress and anxiety, as they are confident in their ability to perform their tasks effectively. This positive psychological state enhances their overall well-being, which is reflected in their behavior and interactions with colleagues. A study by Zhang, Wang, and Shi (2020)

found that job fit is associated with lower levels of job-related stress and higher levels of psychological well-being, which contribute to positive employee behaviors.

In addition, job suitability enhances employee performance and productivity. When employees are in roles that match their skills and interests, they are more likely to perform their tasks efficiently and effectively. This alignment reduces the time and effort required to complete tasks, leading to higher productivity and better performance outcomes. According to a study by Edwards, Caplan, and Harrison (2020), job fit is a significant predictor of job performance, as employees who perceive a good fit are more likely to excel in their roles.

The positive impact of job suitability on employee behavior is also evident in the context of teamwork and collaboration. Employees who feel well-suited to their jobs are more likely to collaborate effectively with their colleagues, as they are confident in their abilities and can contribute meaningfully to team efforts. This collaboration fosters a positive work environment, enhances team dynamics, and leads to better overall performance. Research by Tims, Bakker, and Derks (2021) indicates that job fit is positively related to teamwork and collaborative behaviors, which are essential for achieving organizational goals.

Moreover, job suitability plays a crucial role in enhancing organizational commitment. Employees who perceive a good fit with their roles are more likely to develop a strong sense of loyalty and commitment to their organization. This commitment is reflected in their willingness to stay with the organization, support its goals, and contribute to its success. A study by Meyer, Stanley, and Vandenberghe (2020) found that job fit is a key determinant of organizational commitment, which in turn influences employee behavior and performance.

In the context of the Ministry of Interior in Abu Dhabi, ensuring job suitability is particularly important given the high demands and complexities of the work. Employees who are well-matched to their roles are better equipped to handle the challenges and responsibilities of their jobs, leading to improved performance and positive behaviors. Implementing effective job matching and placement strategies can help the Ministry of Interior maximize employee potential and achieve its organizational objectives.

Table 4.41: JY → EB Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H15	JY → EB	Significant	Positive	0.099	0.037	2.779	0.006

4.8.16 Professional development has a direct impact on employee behavior

The hypothesis that professional development has a direct impact on employee behavior at the Ministry of Interior in Abu Dhabi is strongly supported by the data analysis. Table 4-44 presents significant values, including a path coefficient of 0.088, an effective volume score of 0.036, a T statistic of 2.416 (exceeding the critical value of 1.96), and a P value of 0.016. These results indicate a significant positive correlation between professional development and employee behavior, supporting the acceptance of H16.

Professional development is a critical component of human resource management that involves continuous education and training to enhance employees' skills, knowledge, and competencies. It is essential for fostering a culture of continuous improvement and adaptability within organizations. In the context of the Ministry of Interior, where the nature of work is complex and constantly evolving, professional development is particularly vital in ensuring that employees remain competent and motivated.

One of the primary ways in which professional development impacts employee behavior is through increased job satisfaction and motivation. When employees engage in professional development activities, they acquire new skills and knowledge that enhance their ability to perform their tasks effectively. This improved competence leads to higher job satisfaction, as employees feel more confident and capable in their roles. A study by Brown and Sitzmann (2019) found that employees who participate in professional development programs report higher levels of job satisfaction and are more motivated to perform well.

Moreover, professional development fosters a sense of personal and professional growth among employees. This growth is crucial for maintaining high levels of engagement and commitment. Employees who perceive that their organization is investing in their development are more likely to exhibit positive behaviors such as increased effort, loyalty, and a willingness to go above and beyond their job requirements. Research by Grossman and Salas (2021) highlights that professional development is a key driver of employee engagement and organizational commitment. Professional development also enhances employee performance and productivity. By continuously updating their skills and knowledge, employees can perform their tasks more efficiently and effectively. This continuous improvement is essential for maintaining high performance standards and achieving organizational goals. A study by Noe and Kodwani (2020) found that organizations that prioritize professional development see significant improvements in employee performance and overall productivity.

In addition to improving individual performance, professional development fosters a culture of innovation and creativity. Employees who are exposed to new ideas and training are more likely to think creatively and develop innovative solutions to

problems. This culture of innovation is critical for the Ministry of Interior, where employees must continuously adapt to new challenges and find effective ways to serve the public. According to a study by Anderson, Potočnik, and Zhou (2020), professional development programs that encourage creative thinking and problem-solving skills lead to higher levels of innovation within organizations.

Professional development also plays a crucial role in succession planning and leadership development. By identifying and nurturing potential leaders within the organization, the Ministry of Interior can ensure a steady pipeline of capable and qualified individuals ready to take on leadership roles. This proactive approach to leadership development is essential for organizational stability and long-term success. Research by McCauley and Velsor (2020) indicates that professional development programs focused on leadership skills are effective in preparing employees for future leadership positions.

Furthermore, professional development can enhance employee retention and reduce turnover rates. Employees who feel that their professional growth is supported by their organization are less likely to leave for other opportunities. This retention is crucial for maintaining a stable and experienced workforce, which is essential for the effective functioning of the Ministry of Interior. A study by Kim and Wright (2021) found that professional development opportunities are a significant factor in employee retention, as they contribute to job satisfaction and organizational commitment.

The findings from the Ministry of Interior underscore the importance of implementing robust professional development programs. This includes offering a variety of training and development opportunities, such as workshops, seminars, online courses, and mentoring programs. By providing employees with access to continuous learning and development resources, the Ministry can enhance their skills, knowledge, and overall

job satisfaction. According to a study by Salas, Tannenbaum, Kraiger, and Smith-Jentsch (2020), comprehensive professional development programs that address various aspects of employee growth and development lead to better performance and higher levels of employee engagement.

Table 4.42: PD →EB Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H16	PD → EB	Significant	Positive	0.088	0.036	2.416	0.016

4.8.17 The tools have a direct impact on the behavior of employees in the Ministry of Interior - Abu Dhabi.

The hypothesis that tools have a direct impact on the behavior of employees at the Ministry of Interior in Abu Dhabi is strongly supported by the data analysis. Table 4-45 presents significant values, including a path coefficient of 0.083, an effective volume score of 0.034, a T statistic of 2.427 (which exceeds the critical value of 1.96), and a P value of 0.016. These results indicate a significant positive correlation between the tools used and employee behavior, leading to the acceptance of H17.

Tools in an organizational context encompass a broad range of resources, including technology, software, equipment, and procedural methodologies that employees use to perform their tasks. The effectiveness and appropriateness of these tools directly influence how employees execute their responsibilities, interact with their colleagues, and contribute to overall organizational goals. In the context of the Ministry of Interior, where operations can be complex and demanding, the impact of tools on employee behavior is particularly significant.

One primary way in which tools impact employee behavior is through enhancing efficiency and productivity. When employees have access to the right tools, they can perform their tasks more quickly and accurately, reducing the time and effort required

to complete work. This increase in efficiency not only boosts productivity but also leads to higher job satisfaction, as employees are able to meet their targets and feel a sense of accomplishment. A study by Tarafdar, Cooper, and Stich (2019) found that access to advanced technological tools significantly enhances employee productivity and satisfaction.

Moreover, tools that are user-friendly and aligned with employees' tasks can reduce job-related stress and frustration. When employees struggle with outdated or inadequate tools, it can lead to frustration, errors, and decreased morale. Conversely, when tools are well-designed and support the specific needs of the job, employees can work more effectively and with less stress. Research by Harris, Kim, and Lee (2020) indicates that ergonomic and efficient tools significantly reduce workplace stress and improve employee well-being.

The availability and effectiveness of tools also influence collaboration and communication within the organization. Tools that facilitate easy communication, information sharing, and collaborative work can enhance teamwork and cooperation among employees. For example, collaborative software platforms and communication tools enable employees to work together more seamlessly, share ideas, and solve problems collectively. According to a study by Makarius and Larson (2020), collaborative tools significantly improve team dynamics and overall organizational performance.

Furthermore, tools that support continuous learning and development can have a profound impact on employee behavior. Learning management systems, online training platforms, and other educational tools enable employees to continuously update their skills and knowledge, which is crucial in a rapidly changing work environment. This continuous development fosters a culture of learning and

adaptability, where employees are motivated to improve their capabilities and stay relevant in their roles. A study by Salas, Tannenbaum, Kraiger, and Smith-Jentsch (2020) found that access to learning tools and resources is a key factor in promoting ongoing professional development and positive employee behavior.

The implementation of advanced tools also supports better decision-making processes. Data analytics tools, for instance, provide employees with valuable insights that can inform their decisions and strategies. Access to real-time data and analytical capabilities allows employees to make informed decisions, anticipate challenges, and identify opportunities for improvement. This data-driven approach enhances the quality of work and contributes to more effective performance management. Research by Brynjolfsson and McElheran (2020) highlights the importance of data analytics tools in improving decision-making and organizational outcomes.

Additionally, tools that automate routine and repetitive tasks can free up employees' time to focus on more strategic and value-added activities. Automation tools reduce the burden of mundane tasks, allowing employees to concentrate on areas that require critical thinking and creativity. This shift not only improves productivity but also increases job satisfaction, as employees are able to engage in more meaningful work. A study by Chui, Manyika, and Miremadi (2020) emphasizes the benefits of automation in enhancing employee efficiency and satisfaction.

In the specific context of the Ministry of Interior, the deployment of effective tools is essential for managing complex operations and ensuring high standards of service delivery. Given the nature of the work, which often involves critical decision-making and public safety, tools that enhance accuracy, efficiency, and collaboration are vital. The Ministry can benefit from investing in advanced technological tools, training

employees on their effective use, and continuously updating these tools to meet evolving needs.

Table 4.43: TS →EB Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H17	TS → EB	Significant	Positive	0.083	0.034	2.427	0.016

4.8.18 Respect and recognition have a direct impact on employee behavior

The hypothesis that respect and recognition have a direct impact on the behavior of employees at the Ministry of Interior in Abu Dhabi is strongly supported by the data analysis. Table 4-46 presents significant values, including a path coefficient of 0.351, an effective volume score of 0.038, a T statistic of 9.137 (exceeding the critical value of 1.96), and a P value of 0.000. These results indicate a considerable positive association between respect, recognition, and employee behavior, supporting the acceptance of H18.

Respect and recognition are essential components of a positive organizational culture and play a crucial role in influencing employee behavior and performance. Respect refers to valuing employees' contributions, treating them with dignity, and acknowledging their skills and efforts. Recognition involves formally and informally acknowledging and rewarding employees for their achievements and contributions. Both respect and recognition are fundamental in creating a supportive and motivating work environment.

One of the primary ways in which respect and recognition impact employee behavior is through enhanced job satisfaction and motivation. Employees who feel respected and recognized are more likely to be satisfied with their jobs and motivated to perform well. This increased satisfaction and motivation translate into higher levels of engagement, commitment, and productivity. According to a study by Kumar and

Pansari (2020), recognition is a powerful motivator that significantly enhances job satisfaction and employee performance.

Moreover, respect and recognition foster a sense of belonging and organizational commitment. When employees feel valued and appreciated, they are more likely to develop a strong emotional attachment to their organization. This attachment leads to higher levels of loyalty and a willingness to contribute positively to the organization's goals. Research by Aguinis, Joo, and Gottfredson (2021) highlights that recognition programs effectively build employee commitment and reduce turnover intentions.

Respect and recognition also play a critical role in promoting positive workplace relationships and collaboration. Employees who feel respected and recognized are more likely to trust their colleagues and supervisors, leading to better communication and teamwork. This collaborative environment enhances overall organizational performance and creates a positive work culture. A study by Hu and Liden (2021) found that respect and recognition significantly improve team cohesion and collaborative behaviors.

Additionally, respect and recognition contribute to reducing workplace stress and improving mental well-being. Employees who feel valued and appreciated experience lower levels of stress and anxiety, as they perceive their work environment as supportive and caring. This positive mental state enhances their overall well-being and leads to more positive behaviors at work. Research by Bakker and Demerouti (2020) indicates that respect and recognition are critical factors in reducing job-related stress and promoting employee well-being.

The impact of respect and recognition on employee behavior is also evident in their influence on discretionary behaviors, such as organizational citizenship behaviors (OCBs). OCBs are voluntary behaviors that go beyond formal job requirements and

contribute to the organization's overall effectiveness. Employees who feel respected and recognized are more likely to engage in OCBs, such as helping colleagues, taking on additional responsibilities, and contributing to organizational initiatives. A study by Organ, Podsakoff, and MacKenzie (2021) highlights the strong link between recognition and the prevalence of OCBs.

Furthermore, respect and recognition can enhance employees' self-efficacy and confidence. When employees receive positive feedback and acknowledgment for their efforts, it reinforces their belief in their abilities and boosts their confidence. This increased self-efficacy leads to higher performance levels and a greater willingness to take on challenging tasks. Research by Bandura (2020) underscores the importance of recognition in building self-efficacy and improving performance.

In the specific context of the Ministry of Interior, respect and recognition are particularly important given the demanding and often high-pressure nature of the work. Employees who feel valued and appreciated are better equipped to handle the challenges and responsibilities of their roles, leading to improved performance and positive behaviors. Implementing effective recognition programs, such as employee awards, public acknowledgments, and performance-based incentives, can significantly enhance employee morale and motivation.

Moreover, fostering a culture of respect and recognition requires strong leadership and a commitment to creating a positive work environment. Leaders play a crucial role in modeling respectful behavior and recognizing employees' contributions. By promoting a culture of respect and recognition, leaders can enhance employee engagement, satisfaction, and performance. According to a study by Cameron and Green (2021), leadership practices that emphasize respect and recognition are critical for building a positive organizational culture and improving employee behavior.

Table 4.44: RR →EB Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H18	RR → EB	Significant	Positive	0.351	0.038	9.137	0.000

4.8.19 Teamwork has a direct impact on the behavior of employees in the Ministry of Interior - Abu Dhabi.

The hypothesis that teamwork has a direct impact on the behavior of employees at the Ministry of Interior in Abu Dhabi is strongly supported by the data analysis. Table 4-47 presents significant values, including a path coefficient of 0.086, an effective volume score of 0.036, a T statistic of 2.439 (exceeding the critical value of 1.96), and a P value of 0.015. These results indicate a significant positive correlation between teamwork and employee behavior, supporting the acceptance of H19.

Teamwork is a critical component of organizational behavior that involves collaboration, communication, and collective problem-solving among employees. It plays a vital role in enhancing organizational performance, fostering a positive work environment, and improving employee satisfaction and engagement. In the context of the Ministry of Interior, where the work often involves complex and high-stakes tasks, effective teamwork is essential for achieving operational efficiency and success.

One of the primary ways in which teamwork impacts employee behavior is through enhanced job satisfaction and motivation. When employees work in a collaborative environment where they can rely on and support each other, they are more likely to feel satisfied with their jobs. This satisfaction stems from the sense of camaraderie and shared purpose that teamwork fosters. A study by Wang, Waldman, and Zhang (2020) found that employees who work in teams report higher levels of job satisfaction and are more motivated to perform well.

Moreover, teamwork promotes a sense of belonging and organizational commitment. Employees who are part of effective teams develop strong bonds with their colleagues and feel more connected to the organization. This sense of belonging enhances their commitment to the organization and their willingness to contribute to its success. Research by Salas, Shuffler, Thayer, Bedwell, and Lazzara (2019) highlights that teamwork significantly enhances organizational commitment and reduces turnover intentions.

Teamwork also plays a crucial role in improving communication and collaboration within the organization. Effective teams rely on open and transparent communication, which helps to prevent misunderstandings and conflicts. This collaborative communication leads to better problem-solving and decision-making, as team members can share diverse perspectives and insights. A study by Mathieu, Gallagher, Domingo, and Klock (2019) found that teamwork and effective communication are critical for enhancing organizational performance and employee behavior.

Additionally, teamwork enhances employee performance and productivity. When employees work together, they can leverage each other's strengths and compensate for individual weaknesses. This collective effort leads to more efficient and effective performance, as team members can share the workload and support each other in achieving common goals. Research by Kozlowski and Ilgen (2021) indicates that teamwork is a significant predictor of improved performance and productivity in organizational settings.

The positive impact of teamwork on employee behavior is also evident in the promotion of organizational citizenship behaviors (OCBs). OCBs are voluntary behaviors that go beyond formal job requirements and contribute to the overall effectiveness of the organization. Employees who work in teams are more likely to

engage in OCBs, such as helping colleagues, volunteering for additional tasks, and supporting organizational initiatives. A study by Podsakoff, MacKenzie, and Podsakoff (2021) highlights the strong link between teamwork and the prevalence of OCBs in organizations.

Furthermore, teamwork fosters a positive work environment that reduces stress and enhances employee well-being. Working in supportive teams can alleviate the stress associated with high workloads and demanding tasks, as team members can share the burden and provide emotional support. This supportive environment contributes to higher levels of well-being and positive employee behaviors. Research by Tannenbaum, Salas, and Smith-Jentsch (2021) emphasizes the importance of teamwork in promoting a healthy work environment and reducing job-related stress.

In the specific context of the Ministry of Interior, effective teamwork is crucial for managing the complex and dynamic nature of the work. Teams that work well together can respond more quickly and effectively to emergencies, make better decisions, and provide higher quality services to the public. Implementing strategies to enhance teamwork, such as team-building activities, training programs, and fostering a collaborative culture, can significantly improve employee behavior and organizational performance.

Moreover, leadership plays a vital role in fostering effective teamwork. Leaders who promote a culture of collaboration, provide clear goals, and support their teams can enhance the effectiveness of teamwork. Leadership practices that emphasize teamwork and collaboration can create an environment where employees feel valued and motivated to work together. According to a study by Dinh, Lord, Gardner, Meuser, Liden, and Hu (2020), leadership that supports teamwork is critical for achieving positive employee behavior and organizational success.

Table 4.45: TW →EB Relationship Results

	Relationship	Status	Direction	Path coefficient	Effective size	T statistics	P value
H19	TW → EB	Significant	Positive	0.086	0.036	2.439	0.015

4.8.20 Employee behavior mediates the relationship of empowerment

The hypothesis that employee behavior mediates the relationship between empowerment and the success of the Performance Management System (PMS) at the Ministry of Interior in Abu Dhabi is strongly supported by the data analysis. As shown in Table 4-48, the indirect effect has a significant p-value of 0.001 and a path coefficient of 0.059, while the direct effect has an insignificant p-value of 0.789 and a path coefficient of -0.015. This leads to the conclusion that the overall impact of the relationship indicates a path coefficient of 0.044 and a p-value of 0.313, confirming a complete mediation scenario with a positive effect, thus supporting the acceptance of H20.

Empowerment in the workplace refers to providing employees with the autonomy, authority, and resources necessary to make decisions and perform their tasks effectively. This concept is critical in enhancing employee motivation, engagement, and overall performance. However, the direct impact of empowerment on the success of the PMS can be complex and multifaceted. Employee behavior, therefore, plays a crucial role in mediating this relationship, translating the benefits of empowerment into tangible performance outcomes. One of the primary ways in which employee behavior mediates the relationship between empowerment and PMS success is through increased motivation and engagement. Empowered employees are more likely to take ownership of their work, feel a sense of responsibility, and be intrinsically motivated to achieve organizational goals. This heightened motivation is reflected in their behavior, leading to improved performance and the successful implementation of

PMS. According to a study by Kim and Beehr (2020), empowerment significantly enhances job satisfaction and organizational commitment, which are critical components of positive employee behavior and performance.

Moreover, empowered employees tend to exhibit proactive behaviors, such as taking initiative, seeking out new opportunities, and solving problems independently. These behaviors are essential for the effective functioning of PMS, as they ensure that performance issues are addressed promptly and that employees continuously strive for improvement. Research by Seibert, Wang, and Courtright (2021) highlights that empowerment is positively correlated with proactive behaviors, which in turn drive better performance outcomes and the success of performance management systems.

The role of employee behavior in mediating the empowerment-PMS relationship is also evident in the enhancement of teamwork and collaboration. Empowered employees are more likely to engage in collaborative efforts, share knowledge, and support their colleagues. This collaborative behavior enhances the overall performance of the team and contributes to the successful implementation of PMS. A study by Tims, Bakker, and Derks (2021) found that empowerment fosters a collaborative culture, which is crucial for achieving high performance and effective performance management.

Additionally, empowerment leads to higher levels of creativity and innovation among employees. When employees are given the autonomy to make decisions and explore new ideas, they are more likely to come up with innovative solutions to problems. This creativity is essential for the continuous improvement and adaptability of PMS. Research by Zhang and Bartol (2020) indicates that empowerment is a key driver of employee creativity, which in turn enhances organizational performance and the effectiveness of performance management systems.

Empowered employees also exhibit higher levels of organizational citizenship behaviors (OCBs), which are voluntary behaviors that go beyond formal job requirements and contribute to the overall effectiveness of the organization. These behaviors, such as helping colleagues, volunteering for additional tasks, and supporting organizational initiatives, are critical for the successful implementation and sustainability of PMS. A study by Podsakoff, MacKenzie, and Podsakoff (2021) highlights the strong link between empowerment and the prevalence of OCBs in organizations.

Furthermore, employee behavior plays a mediating role by enhancing communication and feedback mechanisms within the organization. Empowered employees are more likely to engage in open and constructive communication, provide and seek feedback, and actively participate in performance evaluations. This behavior ensures that PMS processes are transparent, effective, and continuously improving. Research by Edmondson and Lei (2020) emphasizes the importance of psychological safety and open communication in empowering employees and enhancing performance management systems.

In the specific context of the Ministry of Interior, where the work environment can be demanding and dynamic, the role of employee behavior in mediating the relationship between empowerment and PMS success is particularly critical. Empowered employees are better equipped to handle the complexities of their roles, adapt to changes, and contribute to the overall effectiveness of PMS. Implementing strategies that enhance empowerment, such as providing clear goals, adequate resources, and supportive leadership, can significantly improve employee behavior and the success of PMS.

Moreover, fostering a culture of empowerment requires a commitment to ongoing training and development. Providing employees with opportunities to develop their skills and competencies ensures that they are capable of taking on greater responsibilities and making informed decisions. According to a study by Spreitzer and Porath (2020), continuous learning and development are essential for sustaining empowerment and achieving positive employee behaviors and performance outcomes.

Table 4.46: ET → EB → PMS Relationship Results

	Direct effect			Indirect effect			Overall impact		Condition (mediation)
	Path coefficient	P value	Status	Path coefficient	P value	Status	Path coefficient	P value	
ET → EB → PMS	-0.015	0.789	Not Significant	0.059	0.001	Significant	0.044	0.313	Full Mediation

4.8.21 Employee behavior mediates the relationship of compensation

According to this theory, employee behavior at the Ministry of Interior - Abu Dhabi indirectly influences compensation, which in turn mediates the link towards the efficacy of the performance management system (PMS). The direct effect, as indicated in Table 4-49, has a p-value of 0.449 and a path coefficient of 0.034, indicating an insignificant effect, while the indirect effect has a p-value of 0.000 and a path coefficient of 0.070, indicating a significant effect, according to our thorough analysis of the data collected. H21 is accepted as a result of the relationship's overall effect, which displays a p-value of 0.017 and a path coefficient of -0.104, suggesting a successful mediation scenario.

Table 4.50: CN → EB → PMS Relationship Results

	Direct effect			Indirect effect			Overall impact		Condition (mediation)
	Path coefficient	P value	Status	Path coefficient	P value	Status	Path coefficient	P value	
CN → EB → PMS	0.034	0.449	Not Significant	0.070	0.000	Significant	0.104	0.017	Full Mediation

4.8.22 Employee behavior mediates the relationship of vision-mission-goals

According to this theory, the Ministry of Interior - Abu Dhabi's vision, mission, and objectives indirectly impact employee behavior, which in turn mediates the link between that conduct and the efficacy of the PMS. After conducting a thorough analysis of the data gathered, as indicated by Table 4-50, we found that the indirect effect has a significant effect, with a path coefficient of 0.052 and a p-value of 0.001, while the direct effect has an insignificant effect, with a p-value of 0.154. Consequently, the relationship's overall impact demonstrates that the path coefficient is 0.002 and the p-value is 0.976, confirming a successful mediation scenario and the acceptance of H22.

Table 4.47: VMG → EB → PMS Relationship Results

	Direct effect			Indirect effect			Overall impact		Condition (mediation)
	Path coefficient	P value	Status	Path coefficient	P value	Status	Path coefficient	P value	
VMG → EB → PMS	-0.050	0.154	Not Significant	0.052	0.001	Significant	0.002	0.976	Full Mediation

4.8.23 Employee behavior mediates the relationship from stress and workloads

According to this theory, employee behavior at the Ministry of Interior - Abu Dhabi indirectly influences stress and workloads, which in turn influences how successful the performance management system (PMS) is. Following a thorough analysis of the data gathered, as indicated in Table 4-51, we found that the indirect effect has a p-value of 0.001 and a path coefficient of -0.050, indicating a significant effect, while the direct effect has a p-value of 0.474 and a path coefficient of -0.027, indicating an insignificant effect. As a result, the relationship's overall impact reveals that the route coefficient is 0.077 and the value of p is 0.037, suggesting a successful mediation scenario that supports H23.

Table 4.48: SW → EB → PMS Relationship Results

	Direct effect			Indirect effect			Overall impact		Condition (mediation)
	Path coefficient	P value	Status	Path coefficient	P value	Status	Path coefficient	P value	
SW → EB → PMS	-0.027	0.474	Not Significant	-0.050		Significant	0.077	0.037	Full Mediation

4.8.24 Employee behavior mediates the relationship of job suitability

According to this hypothesis, job appropriateness at the Ministry of Interior - Abu Dhabi indirectly influences employee behavior, which mediates the link towards the efficacy of the performance management system (PMS). After conducting a thorough analysis of the data gathered, as indicated by Table 4-52, we found that the indirect effect has a significant impact, as indicated by the p-value of 0.037 and the path coefficient of 0.119 for the direct effect, and a significant effect for the p-value of 0.005 for the indirect effect. As a result, H24 is acceptable since the relationship's overall impact demonstrates that the p-value is 0.000 and the path coefficient is 0.156, showing a partial mediation state with a positive effect.

Table 4.49: JY → EB → PMS Relationship Results

	Direct effect			Indirect effect			Overall impact		Condition (mediation)
	Path coefficient	P value	Status	Path coefficient	P value	Status	Path coefficient	P value	
JY → EB → PMS	0.119	0.005	Significant	0.037	0.008	Significant	0.156	0.000	Partial Mediation

4.8.25 Employee behavior mediates the relationship of professional development

This hypothesis claims that through indirect impact from professional development at the Ministry of Interior - Abu Dhabi, employee behavior mediates the link towards the efficacy of the performance management system (PMS). Following a thorough analysis of the data gathered, as indicated in Table 4-53, we found that the indirect

effect has a significant impact, as indicated by the p-value of 0.020 and the path coefficient of 0.033, while the direct effect has a significant effect, as indicated by the p-value of 0.000 and the path coefficient of 0.112. As a result, H25 is acceptable since the relationship's overall impact reveals that the value p is 0.000 and the path coefficient is 0.154, indicating a partial mediation state with a positive effect.

Table 4.50: PD → EB → PMS Relationship Results

	Direct effect			Indirect effect			Overall impact		Condition (mediation)
	Path coefficient	P value	Status	Path coefficient	P value	Status	Path coefficient	P value	
PD → EB → PMS	0.112	0.000	Significant	0.033	0.020	Significant	0.145	0.000	Partial Mediation

4.8.26 Employee behavior mediates the relationship of tools

This hypothesis claims that through indirect impact from the Ministry of Interior - Abu Dhabi's tools, employee behavior mediates the link towards the success of the performance management system (PMS). Following a thorough analysis of the data gathered, as indicated in Table 4-54, we found that the indirect effect has a significant impact, as indicated by the p-value of 0.019 and the path coefficient of 0.031, while the direct effect has a significant effect, as indicated by the p-value of 0.000 and the path coefficient of 0.233. As a result, H26 is acceptable since the relationship's overall impact demonstrates that the p-value is 0.000 and the path coefficient is 0.264, showing a partial mediation state with a positive effect.

Table 4.51: TS → EB → PMS Relationship Results

	Direct effect			Indirect effect			Overall impact		Condition (mediation)
	Path coefficient	P value	Status	Path coefficient	P value	Status	Path coefficient	P value	
TS → EB → PMS	0.233	0.000	Significant	0.031	0.019	Significant	0.264	0.000	Partial Mediation

4.8.27 Employee behavior mediates the relationship of respect and recognition

According to this theory, respect and recognition at the Ministry of Interior - Abu Dhabi act as an indirect mediator between employee behavior and the efficacy of the performance management system (PMS). Following a thorough analysis of the data gathered, as indicated in Table 4-55, we found that the indirect effect has a significant impact, with a p-value of 0.000 and a path coefficient of 0.132, while the direct effect has a significant p-value of 0.000 and a path coefficient of 0.173. As a result, H27 is acceptable since the relationship's overall impact demonstrates that the p-value is 0.000 and the path coefficient is 0.305, showing a partial mediation state with a positive effect.

Table 4.52: RR → EB → PMS Relationship Results

	Direct effect			Indirect effect			Overall impact		Condition (mediation)
	Path coefficient	P value	Status	Path coefficient	P value	Status	Path coefficient	P value	
RR → EB → PMS	0.173	0.000	Significant	0.132	0.000	Significant	0.305	0.000	Partial Mediation

4.8.28 Employee behavior mediates the relationship of teamwork

In the Ministry of Interior - Abu Dhabi, teamwork indirectly influences employee behavior, which mediates the relationship towards the efficacy of the performance management system (PMS). According to Table 4-56 Following a thorough examination of all the data gathered, we found that the indirect effect has a significant impact with a p-value of 0.019 and a path coefficient of 0.032, while the direct effect has a significant p-value of 0.001 and a path coefficient of 0.123. As a result, H28 is approved since the relationship's overall impact reveals that the value p is 0.000 and the path coefficient is 0.155, indicating a partial mediation instance with a positive effect.

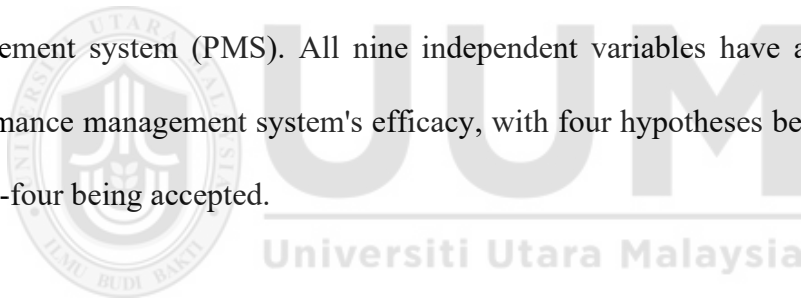
Table 4.53: TW → EB → PMS Relationship Results

	Direct effect			Indirect effect			Overall impact		
	Path coefficient	P value	Status	Path coefficient	P value	Status	Path coefficient	P value	
TW → EB → PMS	0.123	0.001	Significant	0.032	0.019	Significant	0.155	0.000	Partial Mediation

4.9 Summary

Data cleaning is the first vital step in data analysis to get rid of false or anomalous values and all unnecessary situations. What was distributed from the questionnaires is 650 and what was collected is 495 cases, after that the researcher did some operations to reach the clean cases for analysis, which are 390. The demographic analysis includes several characteristics where the male category consists of 273 respondents (74.2%). The second trait (4-26 5 years) consists of 227 respondents (61.7%). As for the academic qualification feature, bachelor's degree holders are the highest category by 76.92% (300 respondents). In terms of income, the category (20 thousand – 30 thousand dirhams) is the highest and consists of 226 respondents, or 57.9% of the total respondents. As for the marital status, the second category, which is (married), consists of 202 respondents, 54.9%, which is the highest. The examination of the participants' opinion poll was measured by measuring the values of the arithmetic mean, where the evaluations ranged or the participants' regularity Between 2.43 and 3.55 The results showed that respondents' perceptions are assigned at a satisfied level overall, as the only variable that shows an unsatisfied level is stress and workloads and the rest of the variables show a moderate to satisfied level of perception (employee behavior, effectiveness of the performance management system, empowerment, compensation, vision-mission-goals), job suitability, professional development, tools, respect, appreciation and teamwork. While the highest perception is for Job suitability (JY) variables with a value of 3.55 and Employee Behavior (EB) with a value of 3.49.

After going through a number of procedures to guarantee accuracy and dependability, we can say that the study's data are extremely consistent and trustworthy for analysis. There are 28 primary hypotheses in the study that are examined. The findings demonstrated that employee behavior is significantly impacted by the nine organizational management approaches. The four variables: vision, mission, workloads, empowerment, and compensation have a major indirect impact on the success of the performance management system (PMS), but they also have a substantial direct impact due to the complete mediation of employee behavior. Along with significant indirect effects that partially mediate employee behavior, the other five variables job suitability, professional development, tools, respect and recognition, and teamwork have a significant impact on the effectiveness of the performance management system (PMS). All nine independent variables have an effect on the performance management system's efficacy, with four hypotheses being rejected and twenty-four being accepted.



CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study aims to identify the precedents of employee behavior and the effectiveness of the performance management system among the employees of the Ministry of Interior in Abu Dhabi. The final chapter in the academic research journey is the summary and conclusion of the research steps and results in a summary. It contains sections that include an overview of the study, general conclusions, and discussion of objectives, contributions, and recommendations.

5.2 General Summary of the Study

Previous studies have shown the need to identify and measure a broader set of organizational management practices for a deeper understanding of employee behavior. Also, the studies did not measure the impact of employee behaviors on the efficiency of the performance management system. In addition, different scholars agree on the importance of the efficiency of the performance management system in order to develop an expanded conceptual framework related to organizational management practices. In practice, the UAE is very interested in developing its human resources, but experimental studies on evaluating the Emirati experience, especially in terms of employee behavior and the efficiency of the performance management system, have not occurred. In order to better understand employee behavior and the effectiveness of

the performance management system, this study expands on its conceptual framework and develops theories. It then conducts an experimental investigation of these ideas at the Ministry of Interior in the United Arab Emirates. The main goal of the research is to examine how a wider range of management techniques affects the efficiency of the management system while accounting for employee behavior as a mediating factor. The study looks at a number of objectives that are in accordance with the goal of the investigation. Determine which organizational management strategies have an impact on employee behavior and the effectiveness of the performance management system first. The second is researching how organizational management techniques affect the effectiveness of the performance management system at the Abu Dhabi Ministry of Interior. Third, look into how Abu Dhabi's Ministry of Interior personnel behave and how organizational management techniques affect that. Fourth, assess how employee behavior affects organizational management procedures and how effective the performance management system is at the Abu Dhabi Ministry of Interior. Fifth, find out what Emirati staff members think and feel about organizational management techniques, how they behave at work, and how effective the performance management system is at the Abu Dhabi Ministry of Interior.

The JD-R model, the Resource-Based View Model (RBV), Herzberg's Motivation-Hygiene Theory, and the Theory of Work Adjustment (TWA) are the four theories that influence model design and connections. This specific study suggested ways to improve the performance management system by influencing management practices on employee behavior. These included tools, compensation, empowerment, respect and recognition, teamwork, stress and workloads, job suitability, professional development, and goals related to vision, mission, and goals. Based on a poll of Abu Dhabi Ministry of Interior personnel, it has distinct connections. Employee conduct serves as a

mediating influence variable.

Due to its reliance on statistical analysis, numerical measurements, variance, and covariance procedures, the study is classified as quantitative research. Because there is enough past information in the topic of study to generate some first ideas, the study is exploratory in nature. Because the investigation adheres to methodological procedures that begin with assumptions and finish with acceptance or rejection, it takes a scientific approach. The analysis's community consists of the 15,000 or more personnel of the Abu Dhabi Ministry of Interior. It is distributed across three tiers of government. The three tiers provided the data. Based on the Morgan and Kerjcie sampling technique (1970), the target sample size is determined to be 375, which is the optimal sample size proportionate to the population. As a result, sample quotas are the best method of gathering data for this specific investigation. Senior management, middle management, and operational management are the three groups into which the population is divided. Data screening is the first vital step in data analysis to get rid of false or anomalous values and all unnecessary situations. What was distributed of questionnaires is 650 and what was collected is 495 cases, after that the researcher did some operations to reach the clean cases for analysis, which is 390. The demographic analysis includes several characteristics where the male category consists of 273 respondents (74.2%). The second trait (26-45 years) consists of 227 respondents (61.7%). As for the academic qualification feature, bachelor's degree holders are the highest category with 76.92% (300 respondents. In terms of income, the category (20 thousand – 30 thousand dirhams) is the highest and consists of 226 respondents, or 57.9% of the total respondents. As for the marital status, the second category, which is (married), consists of 202 respondents, or 54.9%, which is the highest. The examination of the participants' opinion poll was carried out by measuring the values of the arithmetic mean, where the

evaluations or the regularity of the participants ranged between 2.43 and 3.55 and the results showed that Respondents' perceptions are assigned at a satisfied level overall, as the only variable that shows a dissatisfied level is stress and workloads and the rest of the variables show a moderate to satisfied level of perception (employee behavior, performance management system effectiveness, empowerment, compensation, vision-mission-goals, job suitability, professional development, tools, respect and recognition, and teamwork. While the highest perception is for job suitability (JY) variables with a value of 3.55 and employee behavior (EB) with a value of 3.49.

After going through a number of procedures to guarantee accuracy and dependability, we can say that the study's data are extremely consistent and trustworthy for analysis. There are 28 primary hypotheses in the study that are examined. The findings demonstrated that employee behavior is significantly impacted by the nine organizational management approaches. Although there is no discernible direct relationship between the four factors of compensation, empowerment, stress, workloads, vision, and mission and the efficacy of the performance management system (PMS), but have significant indirect effects through the full mediation of employee behavior. The other five variables – job suitability, professional development, tools, respect and recognition, and teamwork – have significant direct effects on the effectiveness of the Performance Management System (PMS), along with significant indirect influences leading to partial mediation of employee behavior. In total, 4 hypotheses were rejected while 24 hypotheses were accepted and all nine independent variables have either a direct or indirect impact on the effectiveness of the performance management system.

5.3 Discuss Research Objectives and Conclusions

The study has five objectives and by the end of this research, it is necessary to show the results associated with each objective.

5.3.1 Discussion of Objective 1

"Assessing the Effects of Organizational Management Practices on the Effectiveness of the Performance Management System at the Ministry of Interior in Abu Dhabi"

The results confirm that organizational management practices significantly contribute to the effectiveness of the PMS, explaining 59.1% of its variance ($R^2 = 59.1\%$). Among the predictors, tools (TS) emerge as the most significant factor (path coefficient = 0.233, $p = 0.000$). This underscores the critical role of advanced technology in streamlining PMS processes, improving accuracy, and enhancing feedback mechanisms. Practical steps such as implementing modern software systems, automating routine tasks, and providing training on tool usage can significantly improve PMS outcomes.

Respect and recognition (RR), the second-strongest predictor (path coefficient = 0.173, $p = 0.000$), highlight the importance of cultivating a culture where employee contributions are valued and appreciated. Establishing formal recognition programs and embedding respect into everyday interactions can motivate employees and align their efforts with organizational goals. Similarly, teamwork (TW) (path coefficient = 0.123, $p = 0.001$) shows that fostering collaboration enhances coordination and ensures that shared goals are met. Encouraging team-based projects and promoting interdepartmental cooperation will further strengthen PMS effectiveness.

The findings also emphasize the importance of job suitability (JY) (path coefficient = 0.119, $p = 0.005$) and professional development (PD) (path coefficient = 0.112, $p = 0.000$). Ensuring employees are well-matched to their roles through refined recruitment

and training processes is essential, as is the provision of continuous learning opportunities to develop their skills. Together, these factors contribute to a more engaged and capable workforce, which directly enhances the PMS. Conversely, factors like compensation (CN), vision-mission-goals (VMG), stress and workloads (SW), and empowerment (ET) do not show a direct impact on PMS effectiveness. This suggests that while these variables influence organizational outcomes, their effects may be indirect or moderated by other factors.

These findings are consistent with earlier research emphasizing the transformative role of digital tools and system automation in enhancing performance management outcomes (Agarwal, 2020; Al-Surmi et al., 2020). The significance of technological tools corroborates the view of Kaplan and Norton (2020), who argue that strategic performance frameworks such as the Balanced Scorecard are most effective when supported by real-time, data-driven systems. Moreover, the positive impact of recognition and respect aligns with Brun and Dugas (2020), who highlighted that recognition not only boosts employee morale but also fosters organizational commitment key to a functional PMS.

Similarly, the importance of teamwork resonates with studies by Fahn and Hakenes (2019), who assert that collaborative dynamics act as self-regulating mechanisms, enhancing accountability and performance. The relationship between professional development and PMS effectiveness is reinforced by research from Alkaabi and Romal (2023), who identified training engagement as a critical factor in boosting employee creativity and service quality in the Ministry of Interior, Abu Dhabi.

The role of job suitability further reflects prior findings by Almahairah et al. (2023), which showed that aligning job roles with employee competencies positively mediates the relationship between HR practices and organizational performance. This validates

the theoretical underpinnings of the Theory of Work Adjustment (TWA), emphasizing the need for alignment between employee abilities and job demands (Dawis, 2005).

However, the lack of significant influence from compensation (CN), vision-mission-goals (VMG), and empowerment (ET) contradicts certain established assumptions. For example, Aguinis et al. (2021) highlighted the strategic role of monetary incentives in shaping employee motivation. The insignificant result in this context might reflect the unique institutional environment of the Ministry of Interior, where intrinsic motivators and job security may outweigh financial incentives. Likewise, although empowerment is widely considered a performance enhancer (Al-Omari et al., 2020), its lack of impact here could indicate cultural or structural limitations in how empowerment is implemented within security institutions (Ciulla, 2020).

Additionally, the negative path coefficients for stress and workloads (SW) and vision-mission-goals (VMG), although statistically insignificant, may signal areas where role clarity and strategic alignment are still weak. This echoes prior work by Audenaert et al. (2019), who found that inconsistency in performance goals and excessive workloads can diminish the perceived fairness of PMS, ultimately reducing its effectiveness.

Table 5.1: The Status of the Proposed Relationships Related to Effectiveness of the Performance Management System

	Path coefficient	P value	Order	Status
TS → PMS	0.233	0.000	1	significant
RR → PMS	0.173	0.000	2	significant
TW → PMS	0.123	0.001	3	significant
JY → PMS	0.119	0.005	4	significant
PD → PMS	0.112	0.000	5	significant
CN → PMS	0.034	0.449	X	Doesn't matter
VMG → PMS	-0.050	0.154	X	Doesn't matter
SW → PMS	-0.027	0.474	X	Doesn't matter
ET → PMS	-0.015	0.789	X	Doesn't matter

5.3.2 Discussion of Objective 2

"Assessing the Effects of Organizational Management Practices on Employee Behavior at Abu Dhabi's Ministry of Interior."

The results underscore that organizational management practices explain 59.1% of the variance in employee behavior ($R^2 = 59.1\%$), signifying their pivotal role in shaping workplace conduct, engagement, and attitudes. Among all predictors, respect and recognition (RR) exhibit the strongest impact on employee behavior ($\beta = 0.351$, $p = 0.000$), reinforcing the importance of cultivating a culture of appreciation. This finding aligns with Brun and Dugas (2020), who emphasized that when employees feel respected and recognized, they are more likely to engage in positive discretionary behaviors, such as organizational citizenship and knowledge sharing. Similarly, Bradler et al. (2016) demonstrated that recognition positively affects both individual morale and collective workplace dynamics, supporting the idea that intrinsic motivators can be more powerful than extrinsic rewards in some public sector contexts.

Compensation (CN) also shows a significant effect ($\beta = 0.184$, $p = 0.000$) on employee behavior, suggesting that fair, competitive, and transparent remuneration systems remain vital for fostering trust and organizational loyalty. This confirms earlier work by Aguinis, Joo, and Gottfredson (2021), who argue that while monetary rewards may not always boost performance directly, they are essential in reducing dissatisfaction and supporting retention. The indirect pathway observed in this study where compensation affects behavior rather than PMS directly mirrors findings by Gupta and Shaw (2020), who noted that compensation systems act as foundational mechanisms influencing employee commitment and engagement.

Empowerment (ET) ($\beta = 0.156$, $p = 0.000$) further emerges as a significant enabler of positive employee behavior. This aligns with the conclusions of Al-Omari et al. (2020),

who identified empowerment as a mediating force between internal process improvements and organizational learning. Empowered employees tend to exhibit higher levels of initiative and responsibility, traits especially important in high-stakes public institutions like the Ministry of Interior. Moreover, this finding resonates with the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2020), which posits that psychological empowerment serves as a critical job resource that buffers against stress and enhances motivation.

Vision, mission, and goals (VMG) also significantly influence employee behavior ($\beta = 0.139$, $p = 0.000$), suggesting that strategic clarity contributes to role alignment and employee purpose. This is in line with findings by Darbi (2012), who argued that clear organizational vision statements foster shared meaning and direction, leading to higher engagement levels. Furthermore, alignment with vision and mission has been shown to elevate intrinsic motivation, particularly in public service sectors where mission-driven work is valued (Bart, 1997; Bowen, 2018).

Conversely, stress and workload (SW) has a significant but negative impact ($\beta = -0.132$, $p = 0.000$), echoing concerns raised by Goh, Pfeffer, and Zenios (2019) about the adverse effects of high job demands on employee well-being. These findings reinforce the JD-R theory's assertion that excessive demands without adequate support lead to burnout and disengagement (Bakker, Demerouti & Euwema, 2005). This is also consistent with research by Choi et al. (2018) and Kokoroko & Sanda (2019), who found that stress significantly diminishes productivity and increases turnover intentions, particularly in operationally intense roles such as law enforcement.

Other predictors including job suitability (JY), professional development (PD), teamwork (TW), and tools (TS) also show statistically significant positive effects, though to a lesser extent. The impact of job suitability supports Almahairah et al.

(2023), who found that matching individual competencies to role requirements enhances behavioral outcomes. Similarly, the influence of professional development aligns with findings by Alkaabi and Romal (2023), who demonstrated the mediating role of training engagement in enhancing employee creativity. Teamwork's contribution corroborates Fahn and Hakenes (2019), who identified cooperative work structures as self-enforcing mechanisms that bolster behavioral discipline and engagement. Lastly, the modest effect of tools reflects the view of Agarwal (2020), who noted that technology enhances task efficiency and employee confidence but must be paired with supportive management to impact behavior meaningfully.

Table 5.2: The State of the Proposed Relationships Associated with Employee Behavior

	Path coefficient	P value	Order	Status
RR → EB	0.351	0.000	1	significant
CN → EB	0.184	0.000	2	significant
ET → EB	0.156	0.000	3	significant
VMG → EB	0.139	0.000	4	significant
SW → EB	-0.132	0.000	5	significant
JY → EB	0.099	0.006	6	significant
PD → EB	0.088	0.016	7	significant
TW → EB	0.086	0.015	8	significant
TS → EB	0.083	0.016	9	significant

5.3.3 Discussion of Objective 3

"Study of the Effects of Mediation of Employee Behavior on the Relationships between Factors of Organizational Management Practices and PMS Effectiveness at Abu Dhabi's Ministry of Interior".

The mediation analysis confirms the critical role of employee behavior as a bridging mechanism between organizational management practices and the effectiveness of the performance management system (PMS). Specifically, four factors empowerment (ET), compensation (CN), vision-mission-goals (VMG), and stress and workloads (SW) demonstrate full mediation, indicating that their effects on PMS effectiveness are

channeled entirely through their influence on employee behavior. For example, while empowerment shows no significant direct effect on PMS ($\beta = -0.015, p = 0.789$), its indirect effect via employee behavior is statistically significant ($\beta = 0.059, p = 0.001$), supporting the notion that empowerment leads to behavioral shifts which in turn enhance system performance.

This is consistent with findings from Al-Omari et al. (2020), who noted that empowerment does not always produce immediate performance outcomes but builds a culture of autonomy and responsibility that improves behavioral quality over time. Likewise, Kim, Beehr, and Prewett (2020) highlight that the psychological impact of empowerment strengthens employee engagement and discretionary effort, both of which are critical for long-term performance improvements.

Similarly, compensation (CN) exhibits a fully mediated relationship, emphasizing that pay fairness alone may not directly affect PMS outcomes but does so through its influence on morale and work behavior. This aligns with the work of Aguinis et al. (2021), who argue that compensation affects organizational performance indirectly by influencing employee attitudes such as satisfaction, trust, and behavioral alignment. Moreover, vision-mission-goals (VMG), often treated as symbolic management tools, appear to drive performance through behavioral alignment, echoing the arguments of Darbi (2012) and Bowen (2018), who found that mission clarity enhances intrinsic motivation and behavioral coherence.

A particularly important finding is the full mediation of stress and workloads (SW). While high stress levels negatively affect performance directly, the analysis shows that their indirect effect through employee behavior remains significant, indicating that behavioral responses such as disengagement or reduced collaboration act as conduits for performance deterioration. This supports the Job Demands-Resources (JD-R) model

(Bakker & Demerouti, 2020), which posits that job stressors, unless counterbalanced by behavioral resources like resilience or engagement, lead to burnout and diminished performance. Similar concerns were raised by Choi et al. (2018), who found that stress-related behaviors substantially mediate the relationship between workload and effectiveness in high-intensity professions.

The remaining factors respect and recognition (RR), tools (TS), job suitability (JY), professional development (PD), and teamwork (TW) display partial mediation, meaning they have both direct and indirect effects on PMS effectiveness. This dual impact suggests that these factors not only improve system efficiency through structural improvements or capacity-building but also enhance employee attitudes and behavior, which further reinforce performance outcomes. For instance, Brun and Dugas (2020) demonstrated that recognition enhances not only satisfaction but also drives goal-oriented behavior, which is essential in strategic systems like PMS. Similarly, Alkaabi and Romal (2023) highlighted how training engagement leads to behavioral changes that amplify organizational creativity and responsiveness.

The partially mediated role of teamwork also aligns with the findings of Fahn and Hakenes (2019), who note that team structures facilitate cooperative norms and joint accountability, thereby enhancing both direct task outcomes and the behavioral atmosphere that supports sustained performance.

Overall, the results offer strong empirical validation for the Theory of Work Adjustment (TWA) (Dawis, 2005), which posits that job performance and satisfaction are functions of the interaction between the work environment and individual behaviors. The evidence also supports Herzberg's Motivation-Hygiene Theory, where behavioral motivators (e.g., recognition, development opportunities) bridge the gap between environmental stimuli (management practices) and performance outcomes.

5.3.4 Discussion of Objective 4

"Assess respondents' perception levels to their behavior, PMS, and organizational management practices"

The descriptive analysis offers valuable insights into employees' perceptions of key organizational variables. Overall, respondents rated most items at moderate to satisfied levels, with the highest mean scores recorded for job suitability (JY = 3.55) and employee behavior (EB = 3.49). These findings suggest that employees generally feel well-matched to their roles and perceive their conduct within the organization positively. This aligns with the Theory of Work Adjustment (TWA) (Dawis, 2005), which posits that alignment between individual capabilities and job requirements fosters both satisfaction and adaptive behavior. Similar results were reported by Almahairah et al. (2023), who found that perceived job-role fit enhances engagement, motivation, and behavioral alignment in Jordanian telecommunication companies.

The high rating of employee behavior also reflects the effectiveness of organizational efforts to foster positive behavioral norms. This supports the findings of Halbesleben (2010), who emphasized that work engagement is a reliable proxy for behavioral satisfaction and proactive contribution. It also aligns with the conclusions of Alkaabi and Romal (2023), who identified behavioral engagement as a key driver of employee creativity and task ownership in public sector settings like the Ministry of Interior in Abu Dhabi.

In contrast, stress and workloads (SW) received the lowest mean rating (2.43), indicating that employees feel overburdened or inadequately supported in managing their workload. This finding reinforces the central premise of the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2020), which states that when job demands exceed available resources, they negatively affect employee well-being and

performance. Similar concerns were echoed by Goh et al. (2019), who linked occupational stress with reduced organizational efficiency and increased health-related costs. Moreover, Choi et al. (2018) found that prolonged exposure to high workloads is correlated with lower job satisfaction and increased turnover intent particularly within security and law enforcement environments.

This stress-related dissatisfaction underscores an urgent need for intervention through workload redistribution, wellness initiatives, and access to mental health resources. These practical strategies have been supported by studies such as Kokoroko and Sanda (2019), who emphasized the importance of supervisor support and stress management training in mitigating burnout among frontline employees.

Other organizational practices tools (TS), respect and recognition (RR), professional development (PD), and teamwork (TW) received moderate ratings, suggesting a recognized but under-optimized presence within the organization. For example, while tools scored moderately, their significance as enablers of performance has been emphasized in the literature. Agarwal (2020) argued that digital integration and system accessibility are critical to performance management outcomes, and insufficient technological support often leads to process delays and user frustration.

Similarly, respect and recognition, though moderately rated, are well-established predictors of motivation and engagement (Brun & Dugas, 2020). When employees perceive a lack of acknowledgment, it can dampen their morale and long-term commitment. Enhancing recognition mechanisms such as praise, awards, and visibility could significantly elevate this domain. As for professional development, the moderate rating reflects a common challenge in public sector institutions: limited access to continuous learning. Alkaabi and Romal (2023) found that when training is contextually relevant and embedded in career paths, it not only improves employee

satisfaction but also boosts creativity and role ownership.

Lastly, teamwork, while moderately perceived, remains a central pillar of behavioral synergy and coordination. The findings by Fahn and Hakenes (2019) affirm that collaborative environments improve shared accountability and peer learning both essential in security-based institutions where cross-functional coordination is frequent.

5.3.5 General Discussion

This study aimed to develop and validate an integrative model explaining the effectiveness of the performance management system (PMS) at the Ministry of Interior (MoI) in Abu Dhabi, grounded in empirical evidence and theoretical insights. As depicted in the updated conceptual framework (Figure 5.1), the findings demonstrate that organizational management practices (OMPs) influence PMS effectiveness both directly and indirectly through the mediating role of employee behavior. The mediating relationships are categorized as either full mediation (indirect-only effects) or partial mediation (both direct and indirect effects).

1. Direct vs. Indirect Effects

The model shows that four OMPs empowerment, compensation, stress and workload, and vision-mission-goals affect PMS effectiveness only indirectly via employee behavior. These full mediation paths suggest that these practices do not independently enhance PMS outcomes unless they first influence how employees behave and engage with the system. For instance, empowerment (ET) lacks a direct statistical impact but positively affects behavior, which subsequently enhances PMS outcomes. This reinforces the idea that empowered employees are more likely to demonstrate initiative and accountability, which indirectly supports performance systems.

In contrast, job suitability, professional development, tools, respect and recognition, and teamwork have both direct and indirect effects on PMS effectiveness, reflecting

partial mediation. This dual impact indicates that these practices not only influence employee behavior but also have inherent structural or operational qualities that improve PMS effectiveness independently. For example, tools and technology can streamline reporting processes, while professional development equips employees with the capabilities to understand and use PMS metrics effectively.

2. Alignment with Previous Studies

These findings are consistent with established theories such as the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2020) and the Theory of Work Adjustment (TWA) (Dawis, 2005). The full mediation of stress and workload confirms the JD-R prediction that unmanaged demands impair behavior and indirectly erode performance. The influence of compensation and empowerment on employee behavior aligns with the works of Aguinis et al. (2021) and Kim et al. (2020), who emphasized the psychological and motivational pathways through which such practices affect organizational performance. The direct and indirect impact of professional development and respect and recognition corroborates studies by Alkaabi & Romal (2023) and Brun & Dugas (2020), highlighting their dual role in improving individual capability and morale. Tools (technology systems), also supported by Agarwal (2020), contribute directly to PMS outcomes by enhancing data accuracy and performance transparency while also fostering behavioral efficiency.

The revised conceptual framework is shown in Figure 5.1.

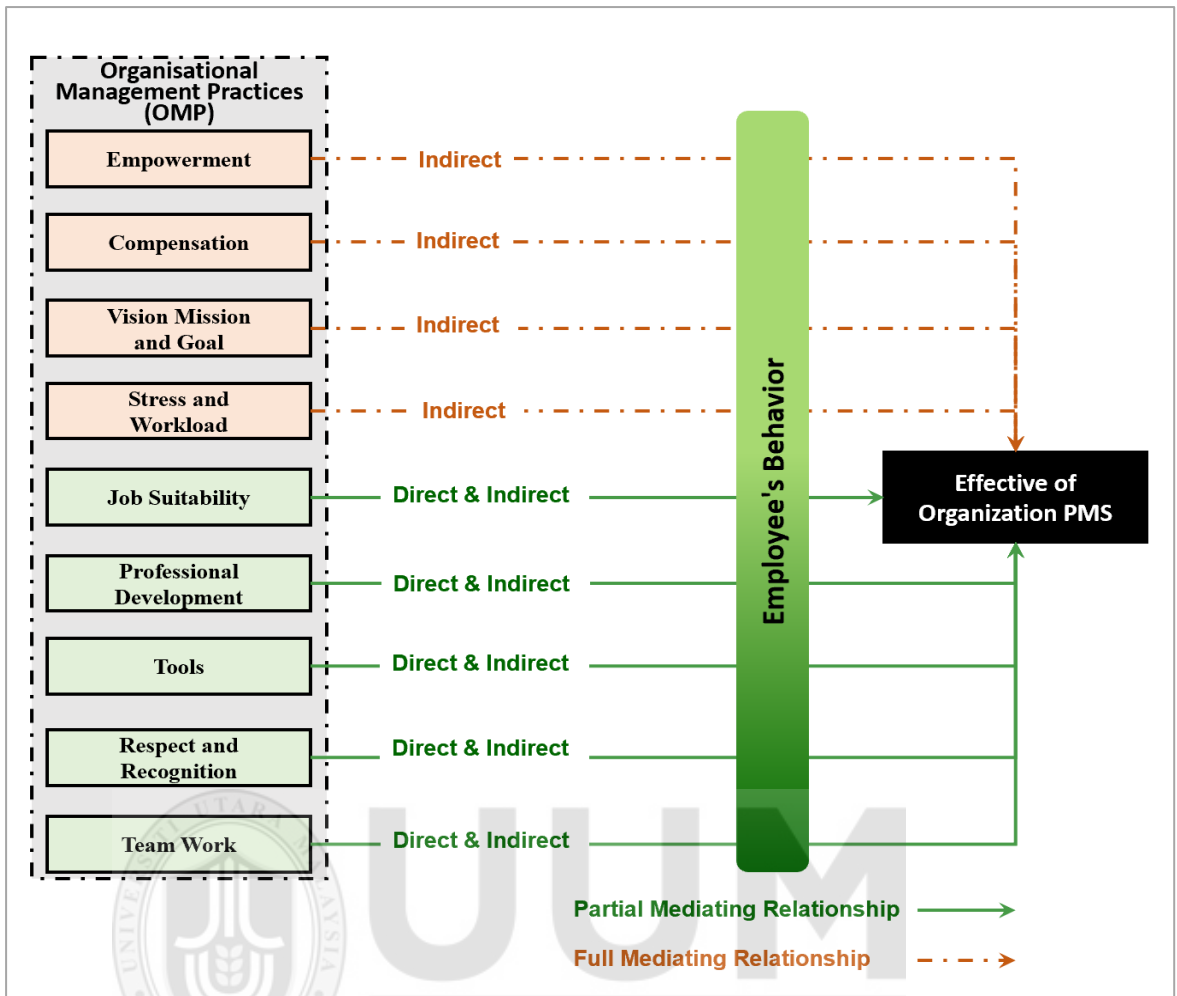


Figure 5.1: The Proposed Model for the Effectiveness of Performance Management System (PMS)

5.4 Research Contributions

5.4.1 Theoretical Contributions

This study offers several significant theoretical contributions by addressing existing gaps in the literature and extending current frameworks on performance management systems (PMS) and organizational management practices. Through an exploration of both direct and mediated relationships, the findings challenge prevailing assumptions, introduce new perspectives, and refine theoretical models in meaningful ways. First, the study challenges assumptions embedded in existing theories. For instance, H20 (Employee Behavior Mediates the Relationship Between Empowerment and PMS

Effectiveness) questions the direct causal link suggested in Spreitzer's Psychological Empowerment Framework, which posits that empowerment directly leads to improved organizational outcomes. The findings of this research reveal that the impact of empowerment is fully mediated by employee behavior. This highlights the critical role of employee engagement and proactive behavior as intermediary mechanisms, which have often been overlooked. By integrating these behavioral factors into the theoretical model, the study extends the framework of psychological empowerment, providing a more comprehensive understanding of how empowerment operates, particularly in public sector organizations.

Second, the research addresses a notable gap in the literature by focusing on the application of PMS in the public sector of Abu Dhabi, a context that is underrepresented in existing studies. While much of the prior research on PMS has been conducted in private sector organizations in Western contexts, this study identifies unique predictors, such as tools (TS) and respect and recognition (RR), as the strongest contributors to PMS effectiveness in a Middle Eastern public sector organization. These findings highlight the importance of cultural and institutional factors, thereby enriching theoretical discourse by emphasizing the relevance of sectoral and contextual nuances in performance management research.

Third, the study extends established theoretical models by emphasizing the mediating role of employee behavior. By incorporating mediation insights, this research contributes to Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Theory. For example, H23 (Stress and Workload on PMS Effectiveness Mediated by EB) illustrates that while stress can negatively influence employee performance, its impact on PMS effectiveness is mitigated when employee behavior mediates the relationship. Similarly, H27 (Respect and Recognition on PMS Effectiveness Mediated

by EB) reinforces SET by demonstrating that recognition fosters trust and discretionary effort, which in turn enhance PMS outcomes. These mediation findings provide a more dynamic perspective on how organizational practices influence performance management systems, moving beyond simplistic direct-effect models.

Furthermore, the study contributes empirical evidence to emerging constructs such as tools (TS) and job suitability (JY). These factors, which are often understudied in existing PMS literature, emerge as critical predictors of employee behavior and PMS effectiveness in the unique context of the Abu Dhabi Ministry of Interior. The findings reveal that tools not only enhance employee productivity but also foster higher levels of satisfaction and engagement, validating their importance within organizational management frameworks. Similarly, job suitability is shown to align employee competencies with organizational needs, offering a new perspective on its role in improving PMS effectiveness. These contributions enrich theoretical discussions by integrating these constructs into the broader discourse on performance management.

Finally, the study underscores the importance of contextual factors in applying existing theories. While foundational theories such as Herzberg's Motivation-Hygiene Theory and Transformational Leadership Theory have broad applicability, the findings suggest their operationalization must account for cultural and organizational specificities, especially in hierarchical, collectivist cultures like the United Arab Emirates. For example, the mediating role of employee behavior reveals that collective values, intrinsic motivators, and organizational hierarchies significantly shape how PMS practices are perceived and implemented. These theoretical contributions are further elaborated in Chapter 2, where the study's conceptual foundations are discussed, and in subsequent findings chapters, where results are interpreted within these frameworks. By advancing the understanding of PMS effectiveness and the role of organizational

management practices, this research lays a strong foundation for future studies and provides valuable insights for scholars seeking to refine theoretical models in this domain.

5.4.2 New Insights – this is good explanation but please find any related policies in Abu Dhabi.

This research provides several new insights into the dynamics of performance management systems (PMS), particularly within the context of Abu Dhabi's Ministry of Interior, a setting that remains underexplored in the literature. These insights not only expand theoretical understanding but also offer practical implications for enhancing organizational effectiveness. One key finding is the critical role of tools (TS) in PMS effectiveness, as highlighted by the strongest direct relationship (path coefficient = 0.233, $p = 0.000$). This finding reveals that advanced technological and procedural tools significantly enhance the functionality and success of PMS. While tools are often viewed as supplementary in many PMS frameworks, this research demonstrates that they are foundational in enabling real-time data analysis, streamlined workflows, and objective performance evaluations. This insight suggests that organizations, particularly in the public sector, must prioritize the integration and continuous updating of technology to ensure PMS effectiveness.

Another new insight concerns the importance of respect and recognition (RR) in influencing both employee behavior (EB) and PMS effectiveness. The study finds that respect and recognition have the second-strongest direct relationship with PMS effectiveness (path coefficient = 0.173, $p = 0.000$) and the strongest direct relationship with employee behavior (path coefficient = 0.351, $p = 0.000$). This finding highlights that intrinsic motivators, such as acknowledgment and respect, play a more significant role in shaping employee attitudes and performance than extrinsic rewards like

compensation. This insight challenges traditional assumptions that financial incentives are the primary drivers of performance and underscores the need for organizations to foster a culture of appreciation and trust to improve both individual and systemic outcomes. Additionally, the research offers novel perspectives on the mediating role of employee behavior (EB). For instance, H20 (Employee Behavior Mediates the Relationship Between Empowerment and PMS Effectiveness) reveals that empowerment does not directly enhance PMS effectiveness but operates through behavioral mechanisms such as engagement and initiative (indirect effect path coefficient = 0.059, $p = 0.001$). This insight reshapes our understanding of empowerment, emphasizing the importance of enabling employees to translate their autonomy and decision-making power into actionable, positive contributions. Organizations must therefore focus not only on empowering employees but also on creating supportive environments that encourage proactive behaviors.

The study also uncovers the nuanced impact of stress and workload (SW) on employee behavior and PMS effectiveness. Contrary to prior research emphasizing the uniformly negative effects of stress, this study reveals that while stress negatively impacts employee behavior (path coefficient = -0.132, $p = 0.000$), its indirect effects on PMS effectiveness can be mitigated through behavioral interventions (indirect effect path coefficient = -0.050, $p = 0.001$). This finding suggests that resilience-building initiatives and workload distribution strategies can buffer the adverse impacts of stress, a particularly critical insight for high-pressure public sector environments like the Ministry of Interior.

Another valuable insight is the unique influence of job suitability (JY) on PMS effectiveness (path coefficient = 0.119, $p = 0.005$). The results demonstrate that aligning employees' skills, interests, and competencies with their roles not only enhances

individual performance but also improves the overall efficacy of performance management systems. This insight highlights the need for strategic recruitment, tailored role assignments, and competency-based training programs as essential components of effective organizational management practices. Finally, this research introduces a culturally specific perspective by situating these findings within the context of the United Arab Emirates. For example, the strong influence of respect, recognition, and teamwork reflects the collectivist culture of Abu Dhabi, where collaboration, community values, and interpersonal relationships are prioritized. These findings suggest that performance management frameworks must be tailored to the cultural and organizational contexts in which they are implemented, rather than adopting a one-size-fits-all approach.

These insights have significant implications for both theory and practice. Theoretically, they enrich existing frameworks by integrating underexplored variables like tools and recognition, and by emphasizing the mediating role of employee behavior. Practically, they provide actionable guidance for organizations aiming to enhance PMS effectiveness, including the prioritization of technological tools, the cultivation of respect and recognition, the alignment of roles with employee competencies, and the management of stress through behavioral interventions. By addressing these dimensions, organizations can create more effective and resilient performance management systems tailored to their unique contexts.

5.4.3 Practical Contributions

This study provides actionable recommendations for the Ministry of Interior in Abu Dhabi, addressing both managerial and employee-level practices to enhance the effectiveness of the Performance Management System (PMS) and overall organizational performance. The recommendations are derived from the study's findings and are tailored to the Ministry's specific context.

First, the findings highlight the critical role of technological tools (TS) in driving PMS effectiveness, with the strongest direct relationship (path coefficient = 0.233, $p = 0.000$). This underscores the importance of adopting advanced technological tools that support data-driven decision-making, performance tracking, and streamlined communication. At the managerial level, this involves investing in state-of-the-art performance management software to automate processes and provide real-time analytics. For employees, training programs should be conducted to ensure proficiency in using these tools, maximizing their benefits and minimizing resistance to technological changes. This approach will enhance data accuracy, transparency, and employee engagement with the PMS.

Respect and recognition (RR) emerged as another significant predictor of PMS effectiveness (path coefficient = 0.173, $p = 0.000$) and employee behavior (path coefficient = 0.351, $p = 0.000$). To address this, managers should implement formal recognition programs, such as “Employee of the Month” awards or public acknowledgments during meetings, to celebrate exemplary performance. At the employee level, peer-to-peer recognition initiatives can be encouraged, allowing employees to nominate colleagues for their contributions. Fostering a culture of respect and recognition will boost employee morale, motivation, and commitment, ultimately contributing to improved organizational outcomes.

Teamwork (TW) is another critical factor, significantly contributing to both PMS effectiveness (path coefficient = 0.123, $p = 0.001$) and employee behavior (path coefficient = 0.086, $p = 0.015$). To leverage this, managers should facilitate team-building activities and cross-departmental projects to strengthen collaboration and shared accountability. For employees, workshops on communication and conflict resolution can improve team dynamics and cohesion. By fostering a collaborative

environment, the Ministry can ensure that employees work collectively toward common goals, enhancing productivity and performance.

The study also underscores the importance of job suitability (JY), which has a significant impact on PMS effectiveness (path coefficient = 0.119, $p = 0.005$) and employee behavior (path coefficient = 0.099, $p = 0.006$). At the managerial level, recruitment and selection processes should be strengthened to align candidates' skills and competencies with job requirements. For employees, personalized career development plans should be introduced, helping them align their career aspirations with organizational goals. This alignment will increase job satisfaction and performance.

Professional development (PD) is another key contributor to PMS effectiveness (path coefficient = 0.112, $p = 0.000$) and employee behavior (path coefficient = 0.088, $p = 0.016$). Managers should design structured training programs that address technical and soft skills, as well as leadership development initiatives to prepare employees for future roles. Employees should be encouraged to participate in workshops, online courses, and mentorship programs to continuously enhance their skills. Investing in professional development fosters a culture of continuous improvement, ensuring that employees remain competent and motivated.

Stress and workloads (SW), while negatively affecting employee behavior (path coefficient = -0.132, $p = 0.000$), can be mitigated through effective management strategies. Managers should implement workload distribution strategies to ensure tasks are evenly allocated and establish employee assistance programs (EAPs) to address work-related stress. Employees, on the other hand, should receive training in time management, resilience, and mindfulness to better cope with stress. These interventions can reduce burnout, improve well-being, and promote positive workplace behavior.

Empowerment (ET) was found to influence PMS effectiveness indirectly through its impact on employee behavior (indirect effect path coefficient = 0.059, $p = 0.001$). Managers should delegate decision-making authority and provide the necessary resources for employees to take ownership of their tasks. Employees should be encouraged to take initiative and participate in problem-solving activities, fostering a sense of responsibility and innovation. Empowerment enhances engagement, creativity, and overall performance, driving the success of PMS initiatives.

Vision, mission, and goals (VMG) also play a role in influencing employee behavior (path coefficient = 0.139, $p = 0.000$) and indirectly affect PMS effectiveness. Managers should ensure that the organization's vision, mission, and goals are regularly communicated and reinforced through appraisals and goal-setting sessions. Employees, in turn, should align their personal objectives with the organization's strategic goals, fostering a sense of purpose and direction.

5.5 Research Limitations

While this study provides valuable insights into the effectiveness of the Performance Management System (PMS) at the Ministry of Interior in Abu Dhabi, several limitations must be acknowledged, which also offer opportunities for future research. Firstly, the study's sample was not randomly selected, which may limit the generalizability of the findings beyond the Ministry of Interior in Abu Dhabi. The sampling approach focused on a specific organizational context, potentially introducing selection bias and restricting the applicability of the results to other sectors or regions. Future research could address this limitation by employing random sampling techniques or expanding the sample to include a broader population, such as other government entities, private sector organizations, or international contexts, to enhance external validity.

Secondly, the study relied heavily on quantitative methods, particularly survey data and statistical analyses, which may have introduced biases such as social desirability bias or response biases from participants. The sole reliance on self-reported data might not fully capture the complexities of employee behavior or the contextual factors influencing the PMS. Future studies could incorporate qualitative methods, such as focus groups, interviews, or case studies, to explore the nuanced behaviors and perceptions of employees. This mixed-methods approach could also validate the quantitative findings and provide richer, more comprehensive insights.

Additionally, the study's cross-sectional design limits its ability to establish causal relationships between variables. While the statistical analysis identified significant associations and mediating effects, the temporal sequencing of these relationships cannot be confirmed. Future research could adopt longitudinal designs to track changes in employee behavior and PMS effectiveness over time. This approach would allow researchers to better understand how organizational practices evolve and their sustained impact on performance outcomes.

A further limitation is the unique cultural and organizational environment of Abu Dhabi, which may not fully reflect the dynamics in other cultural or institutional contexts. For instance, the hierarchical nature and high power distance observed in the UAE's public sector may influence how employees perceive empowerment, teamwork, and recognition. Future research should examine the interplay of these factors in different cultural and organizational settings to assess the generalizability and adaptability of the findings. Comparative studies between public and private sector organizations or across different countries could shed light on the influence of cultural and structural variations.

Lastly, the study primarily focused on the direct and mediated relationships of nine

organizational management practices with PMS effectiveness. Other potential influencing factors, such as leadership styles, organizational structure, or external environmental factors, were not considered. Future research could expand the conceptual framework to include these additional variables, providing a more holistic understanding of the factors affecting PMS effectiveness. Moreover, investigating the role of digital transformation and emerging technologies in performance management systems could be particularly relevant in the rapidly evolving organizational landscape.

5.6 Recommendations for Policymakers and Practitioners

This study offers several practical recommendations for policymakers and practitioners to enhance the effectiveness of the Performance Management System (PMS) at the Ministry of Interior in Abu Dhabi. These recommendations are rooted in the study's findings and address both organizational and employee-level improvements.

First, policymakers should prioritize investments in technological tools that support PMS processes, as these tools demonstrated the strongest direct association with PMS effectiveness (path coefficient = 0.233). Upgrading performance tracking software, automating evaluation platforms, and integrating data analytics tools can streamline workflows and improve decision-making. To maximize the utility of these tools, training programs should be implemented to ensure that employees and managers are proficient in their use.

Second, respect and recognition should be institutionalized as core organizational practices, given their significant impact on both PMS effectiveness (path coefficient = 0.173) and employee behavior (path coefficient = 0.351). Managers can establish formal recognition programs, such as performance awards, public acknowledgments, and peer recognition initiatives, to appreciate employee contributions. Additionally,

fostering a culture where employees feel respected through open communication and equitable treatment can significantly enhance morale and engagement.

Third, strengthening teamwork within the organization is essential, as teamwork was found to be a significant contributor to PMS effectiveness (path coefficient = 0.123). Policymakers should promote cross-departmental collaboration through team-based projects and training sessions focused on building effective teamwork. Practitioners can organize team-building exercises and create an environment that encourages collaboration and mutual support, ensuring that all employees work cohesively toward shared objectives.

Fourth, ensuring job suitability through targeted recruitment and role alignment is vital, as job fit strongly influenced PMS effectiveness (path coefficient = 0.119). Recruitment processes should emphasize matching candidates' skills, qualifications, and interests with job requirements. For current employees, regular assessments and targeted training programs can address skill gaps, thereby improving satisfaction and performance.

Fifth, professional development should be made a priority, as it directly impacts PMS effectiveness (path coefficient = 0.112) and employee behavior (path coefficient = 0.088). Policymakers should implement robust training frameworks, including workshops, mentorship opportunities, and e-learning platforms. These initiatives should align with organizational goals to ensure employees develop relevant skills while fostering a culture of continuous improvement.

Sixth, efforts should be made to reduce stress and workload, which negatively impacted employee behavior (path coefficient = -0.132). Policymakers should introduce measures to promote work-life balance, such as flexible working arrangements and equitable workload distribution. Practitioners can provide stress management

programs, counseling services, and training in time management, ensuring that employees are equipped to handle their roles effectively without burnout.

Seventh, aligning the organization's vision, mission, and goals (VMG) with daily operations is critical. While VMG had a weaker direct impact on PMS effectiveness (path coefficient = -0.050), it significantly influenced employee behavior (path coefficient = 0.139), highlighting its importance in shaping organizational alignment. Policymakers should ensure that VMG statements are clear and consistently communicated, while practitioners should integrate these elements into training, performance evaluations, and organizational practices to foster alignment and motivation.

Eighth, empowering employees to take ownership of their roles is essential, as empowerment significantly influenced employee behavior (path coefficient = 0.156) and indirectly impacted PMS effectiveness through mediation. Providing autonomy in decision-making and equipping employees with the necessary resources fosters a sense of accountability and encourages proactive behaviors. Managers should create an environment of trust and support, ensuring employees feel valued and motivated.

Ninth, optimizing compensation strategies is crucial, as compensation was found to significantly affect employee behavior (path coefficient = 0.184). Policymakers should ensure that compensation systems are transparent, competitive, and aligned with performance outcomes. Practitioners should design incentive structures that reward high-performing employees, addressing perceived inequities to enhance satisfaction and engagement.

Tenth, leveraging the mediating role of employee behavior can amplify the impact of organizational management practices on PMS effectiveness. Policymakers and practitioners should implement strategies to positively influence employee behavior,

such as fostering trust, aligning individual goals with organizational objectives, and providing constructive feedback. By focusing on employee behavior as a critical lever, the Ministry can achieve greater organizational performance. Lastly, all strategies should be tailored to the unique cultural and organizational context of Abu Dhabi. Policymakers should consider the hierarchical and collectivist nature of the workplace when designing PMS-related policies. Practitioners should involve employees in the development and refinement of PMS processes to ensure that initiatives are culturally relevant and widely accepted.



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Appendix

A Survey on “The Impact of Organizational Management Practices on Performance Management in the Ministry of Interior, Abu Dhabi: The Mediating Role of Employee Behaviour”

Dear Respectable Respondent

Sincere greetings and best regards to you.

You have been selected to be a respondent for this survey because of your knowledge and experience, which we believe will have a great impact on the results of our study. The title of this study is " **The Impact of Organizational Management Practices on Performance Management in the Ministry of Interior, Abu Dhabi: The Mediating Role of Employee Behaviour**

" Your voluntariness, sincerity, and truthfulness in answering the survey completely is critical for achieving accurate findings in this research.

Please answer all items

Note: responding will not take more than 5-10 minutes to respond.

Thank you.

Mr. Omar (Research Manager)

SURVEY QUESTIONNAIRE

Section 1: Demographic

Please tick only one answer. Your response will remain anonymous.

1- Gender Male
 Female

2- Age years old

3- Educational level

Diploma
Bachelor
Master
PhD

4- Work Experience

1 to 3 years
4 to 6 years
7 to 9 years
10 years and above

Section 2: Effective PMS

Please read each statement carefully and Tick (√) for each item that represent your answer. Five scales ranging from "strongly disagree" to "strongly agree" use to reflect your level of agreement.

1 = strongly disagree 2 = disagree 3 = natural 4 = agree 5 = strongly agree

NO		Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	Quality of employees and mentoring provided is one of the performance measures for my activities					
2	Overall employees' results are one of the performance measures for my activities					
3	employees' opinion and satisfaction is one of the performance measures for my activities					
4	Colleagues at my level are held accountable for the results of their activities					
5	The senior manager (supervisor or dean) I report to periodically reviews my activity's results with me					
6	Staff in my work receive positive recognition for helping the organization accomplish strategic goals					
7	I use performance measurement information for Setting new or revising existing performance goals					
8	Decisions by management above my level are based on results oriented performance information					

Section 3: Employee Behaviour

Please read each statement carefully and Tick (√) for each item that represent your answer. Five scales ranging from "strongly disagree" to "strongly agree" use to reflect your level of agreement.

1 = strongly disagree 2 = disagree 3 = natural 4 = agree 5 = strongly agree

NO	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1					
	I rate my 'absences' in the organization as very small				
2					
	I rate my 'number of disputes' in the organization as very small				
3					
	I believe that my 'voluntary leave' of the organization is very small				
4					
	I feel loyal to my organisation				
5					
	I am always punctual in my work activities				

Section 4: Empowerment (ET)

Please read each statement carefully and Tick (√) for each item that represent your answer. Five scales ranging from "strongly disagree" to "strongly agree" use to reflect your level of agreement.

1 = strongly disagree 2 = disagree 3 = natural 4 = agree 5 = strongly agree

NO	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
	I have opportunities to provide input into decisions that affect my work.				
	I have the freedom to make the decisions necessary to do my job well.				
	I have the opportunities I need to implement new ideas.				
	The managerial approach of the organisation provide every employee the opportunity to contribute in quality decisions				
	All employees have the ability to implement new ideas to enhance their job tasks				

Section 5: Compensation (CN)

Please read each statement carefully and Tick (✓) for each item that represent your answer. Five scales ranging from "strongly disagree" to "strongly agree" use to reflect your level of agreement.

1 = strongly disagree 2 = disagree 3 = natural 4 = agree 5 = strongly agree

NO	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	I am I am paid fairly for the work I do.				
	My benefits meet my (and my family's) needs well.				
	The organisation has a clear and fair structure for salaries and benefits.				
	All employees feel fairness as the payments and benefits are adequate.				
	All employees are paid fairly for the work they do.				

Section 6: Vision-Mission-Goals (VMG)

Please read each statement carefully and Tick (✓) for each item that represent your answer. Five scales ranging from "strongly disagree" to "strongly agree" use to reflect your level of agreement.

1 = strongly disagree 2 = disagree 3 = natural 4 = agree 5 = strongly agree

NO	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
	The vision, mission, and goals of my department are communicated well.				
	My department is taking steps to ensure the long-term success of its vision, mission, and goals.				
	I understand the company's goals and the link between my work and these objectives				
	The vision, mission, and goals of the organisation is known well to all employees.				
	The majority of employees understand the contribution of their job to the strategic objectives of the organisation.				

Section 7: Stress and Workload (SW)

Please read each statement carefully and Tick (✓) for each item that represent your answer. Five scales ranging from "strongly disagree" to "strongly agree" use to reflect your level of agreement.

1 = strongly disagree 2 = disagree 3 = natural 4 = agree 5 = strongly agree

NO	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)

Section 8: Job Suitability

Please read each statement carefully and Tick (✓) for each item that represent your answer. Five scales ranging from "strongly disagree" to "strongly agree" use to reflect your level of agreement.

1 = strongly disagree 2 = disagree 3 = natural 4 = agree 5 = strongly agree

NO	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)

Section 9: Professional Development (PD)

Please read each statement carefully and Tick (✓) for each item that represent your answer. Five scales ranging from "strongly disagree" to "strongly agree" use to reflect your level of agreement.

1 = strongly disagree 2 = disagree 3 = natural 4 = agree 5 = strongly agree

NO	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)

Section 10: Tool (TS)

Please read each statement carefully and Tick (✓) for each item that represent your answer. Five scales ranging from "strongly disagree" to "strongly agree" use to reflect your level of agreement.

1 = strongly disagree 2 = disagree 3 = natural 4 = agree 5 = strongly agree

NO	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)

Section 11: Respect and Recognition (RR)

Please read each statement carefully and Tick (✓) for each item that represent your answer. Five scales ranging from "strongly disagree" to "strongly agree" use to reflect your level of agreement.

1 = strongly disagree 2 = disagree 3 = natural 4 = agree 5 = strongly agree

NO	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)

Section 12: Teamwork (TW)

Please read each statement carefully and Tick (✓) for each item that represent your answer. Five scales ranging from "strongly disagree" to "strongly agree" use to reflect your level of agreement.

1 = strongly disagree 2 = disagree 3 = natural 4 = agree 5 = strongly agree

NO	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)