

Impact of Leadership on Worker Satisfaction in UAE Public Sector, A Confirmatory Examination



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Abstract: *There are various challenges associated with workers retention, performance and satisfaction that are implicating the transportation industry in United Arabs Emirates and its management. These challenges are not exclusive troubles that the institution faces but it is shared by numerous other organizations in the United Arabs Emirates public segment. The swift development of UAE economy in the past few years has, in general contributed to expansion in the number of global organizations and individuals coming from all corners of the globe which support settling and working in the UAE. For this reason, the number of United Arabs Emirates population increased which contributed to raise demand of massive services in the UAE transportation industry and other government agencies. Transportation industry serves UAE in general which augment the necessity to explore the parameters that contribute to workers' shifts to other job positions particularly among high skills workers. The more knowledgeable experts are the higher the probabilities they would have to get a highly paid employment in another firm. Quantitative research was applied and AMOS and SPSS software were used to evaluate the collected data in this paper.*

Keywords : *Leadership, Employee Satisfaction, Public Sector, UAE.*

I. INTRODUCTION

In the contemporarily work setting; workers formulate a significant component for businesses and a primary aspect of organizational success, with workers motivation, resourcefulness, and energy powering business productivity (Van de Ven, 1986; Ghoshal & Bruch, 2003; Baker, Cross, & Parker, 2003; Lawler, 2003; Veiga & Pfeffer, 1999). It is significant, consequently, to connect these workers' capabilities for the search of organizational objectives. Successful headship has been explained to be one of the most pertinent success variables in this respect (Yukl, 2002; Northouse, 1997). Therefore, formulating such successful leadership behaviors may be vital for corporate.

From the early 80s, "New Leadership" strategies have drawn substantial consideration in managerial investigation (Hunt, 1999; Bryman, 1996; Bass, 1999) involving directly

correlated conceptions such as charismatic (e.g., Kanungo & Conger, 1987; House, 1977), transformational (e.g., Burns, 1978; Bass, 1985; Tichy & Ulrich, 1984) and visionary styles of headship (such as Sashkin, 1988). Intellectuals have suggested that even though these distinctive styles specify rather diverse leadership behaviors, they are however corresponding to a large degree and display major overlap.

As indicated by Shamir and House (1993), for example, each of these strategies either implicitly or explicitly portray leaders' charisma as an essential conception (see also Aditya & House 1998). I consequently wish to submit to this kind of leadership behaviors as "charismatic leadership". Purposely, compelling leadership behaviors take account of leaders performing as the references for their followers, facilitating the reception of group objectives and inspiring juniors to donate to the accomplishment of universal aspirations (Moorman, Podsakoff, Fetter, & MacKenzie, 1990; Shamir, Bass, 1985; House, 1977). A Charismatic leader exhibits a sense of confidence and power and produces bold, eccentric and contradict normative decisions (Shamir et al., 1993; Conger & Kanungo, 1987; Avolio & Bass, 1988).

They expand a captivating, theoretical apparition of the present and future in an expressively appealing mode, displaying their confidence that shared aspirations can be attained through combined efforts (Shamir et al., 1993; Sashkin, 1988; Gardner & Awamleh, 1999; Bass, 1985; Kanungo, & Conger, 1987) Studies have accumulated remarkable experimental facts indicative of the advantageous implications of charismatic leadership behaviors, as illustrated in numerous experiential studies (Sivasubramaniam, & Kroeck, 1996; Avolio, Dum Dum, & Lowe, 2002; Piccolo & Judge, 2004; Fuller & Patterson, 1996;). Transformational and Charismatic leaders have been revealed, for example to empower followers' contentment (Bass & Hater, 1989), trust, motivation, and recognition (Zakay, Shamir, Popper, & Breinin, 1999), contributing to employees' performance (McCull-Kennedy & Anderson, 2002; Howell & Frost, 1989; Conger, Kanungo, & Menon, 2000) and to their businesses' financial achievement (House, Waldman, Puranam, & Ramirez, 2001; Waldman, Javidan & Varella, 2004).

In recent times, researchers have recommended that a supplementary leadership approach such as a prevention-based leadership might be used to accompaniment the valuable influences of charismatic leadership behaviors (Shamir, Bruch, & Eilam-Shamir, 2007; Cole, Bruch, & Shamir, 2005). In addition, such a prevention-oriented leadership has been described as "leader behavior that draws attention to dangers, threats, and potential negative outcomes" (Bruch et al., 2007, p. 135).

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Exclusively, a prevention-oriented leader directs employees' inspiration towards the evasion of adverse consequences by intentionally framing issues as risks (cf. Jackson, & Dutton, 1987) and by highlighting those dangers towards supporters in a bright, sensitively captivating mode (Bruch et al., 2005; Vogel, & Bruch, 2006). Also, a prevention-oriented leader plainly delineates the steps required to determine such intimidations and they recognize improvement towards this objective, thus structuring followers' confidence in their capability to ultimately thrive in avoiding adverse outcomes (Bruch et al., 2007; Bruch & Vogel, 2005). Prominently, prevention-based leadership approach is not based on oppression or individual punishment. Somewhat, "it sanctions followers and emphasize the significance of their attempt in order to avert possible adverse consequences for the shared (group, unit or organization)" (Bruch et al., 2007, p. 135). Even though prevention-based leadership has only lately been initiated to leadership investigation, it has received slight academic attention to date, the accessible literature commonly points to the optimistic effects of such leadership.

Howell (1998, p. 25) postulated, that "leaders who name changing environmental conditions as a 'threat' may draw out more swift and fundamental organization transformations" as compared to officials who centers on environmental opportunities (see also Löbler & Perlitz, 1985). Sustaining this view, both qualitative and subjective evidence has supported prevention-based leadership behaviors to inspire supporters to accept and operate on environmental threats and to aggressively take part in far-reaching changes to counter such threats (Schein, 1990; Bruch et al., 2007; Bruch & Ghoshal, 2003; 2004; Bruch & Vogel, 2005; Laurie & Heifetz, 1997; Grove, 1996; Kotter, 1995; Jansen, 2004). Lastly, prevention-based leadership behaviors have been portrayed in two autonomous, quantitative investigations to improve followers' purpose commitment and to diminish individuals' satisfaction, contributing to positive group results over and above the implications of charismatic leadership (Bruch et al., 2005).

The subject of leadership has been the concern of various research articles, books and magazine articles due to its elevated influence on business outcomes. Leadership is defined as the capability to instigate support and confidence among the individuals who are interested in achieving organizational targets (Dubin 2004). The necessity for successful leadership has augmented considerably in the past decade due to the concept of globalization of markets and expanded competitiveness. These parameters have contributed to amplified requirement for responsiveness and flexibility within businesses in order to be able to regulate the constantly fluctuating exterior environment. Additionally, examination indicates that leadership is not required only among individuals in high-level positions but also required at all levels in business. Roadway Express, established that in order to be able to be successful in the contemporary exceedingly competitive marketplace, all of its 28,000 workers must take part in some type of leadership behaviors (Dubin 2004).

The implication of leadership approach on institutional outcomes such as employee satisfaction, organizational performance, and turnover rate has been expansively explored by leadership theorists and researchers. This infinite research has contributed to the expansion of a number of

theories objected to define successful leaders. The characteristic Theories of leadership tried to describe leaders based on intrinsic characters such as strength, personality, and skills. The behavioral theories of leadership focused on the manners that leaders utilize while directing a group of individuals.

The dependent leadership concept indicated that the behavior of a leader is reliant on exterior and interior situational factors (Burns 1978). Latest concepts of leadership are now focusing the more inspiring characters of leadership such as transactional and transformational leaders (McKenna 2006). Motivational principles of leadership are concerned with the techniques exploited by leaders to motivate individuals within a group to attain business objectives. A more comprehensive account for the growth of the leadership hypothesizes is outlined in Chapter 2.0. The effects of both transactional and transformational leadership theories on organizational results have been examined comprehensively by different researchers, in various organizations and in numerous states. The study reported a broad agreement for the positive implication of both transformational and transactional types of control on organizational productivity in several distinctive circumstances and across cultures.

The investigation for this study concentrates on the effects of transformational and transactional inspirational leadership approaches on business productivity such as employee motivation and job performance in one of UAE leading national industries. The intention of this assessment is to describe the leadership approach most appropriate for appliance within the UAE government segment to ensure improvement of workers inspiration and job performance.

II. METHODOLOGY

The study used quantitative approach to answer research questions. The use of quantitative techniques offers a tangible manifestation of the findings on an authentic environment. On the same note, the utilization of this kind of investigation allows the investigator to measure the variables held in the objectives of this study. (Benz and Newman, 1998). The collection of data for analysis was conducted through questionnaires as the main tools for collecting data. Quantitative research based on the statistics was used. Also, SPSS and AMOS software were applied to evaluate the information collected from the field.

III. ANALYSIS AND FINDING

After reviewing the factorability and reliability of the framework in the control investigation, Confirmatory Factor Analysis requires to be carried out in order to review the accuracy of the hypothesized connections. CFA is broadly acknowledged as a trustworthy method for assessing the legitimacy of assumption. In this segment the reliability of the proposed survey structure outlined in chapter two was examined by the use of the CB-SEM (Covariance-Based Structural Equation Modeling) framework.

The evaluation was carried out by following the recommended CB-SEM procedural course located in the multivariate texts (Byrne, 2010; Kline, 2011; Hair, et al, 2010 ;). The evaluation was carried by denoting the framework, outline identification, factor estimation, estimation of representation’s goodness-of-fit and finally, re-specification of the framework. These methodologies were repeatedly trailed in evaluating the models of the study. Equally, at each phase of the investigation, the soundness of the frameworks was evaluated based on the identified standards for CB-SEM assessment provided in Table-I. In order to recognize an outline for structure shaping in CFA, the framework has to achieve all the criteria for model-fit. Byrne (2010), Hair et al (2010), Kline (2011) indicated that a framework should assure the condition of at least one index from each of the index grouping, that is, unconditional fit, parsimonious fit and incremental fit catalogues. In the context of the RMSEA, Byrne (2010) reported that a variety of 0.08-1.00 is also tolerable in examining model fit.

Table-I: Suggested Goodness-of-fit Indices and Reception levels (Awang, 2012; Byrne, 2010; Kline, 2011)

Index Category	Indices Used	Acceptable level	Supporting source
Absolute fit	Chisq.	$P < 0.05$	Kline (2011); Byrne (2010); Wheaton et al. (1977)
Absolute fit	RMSEA	Value < 0.08	Kline (2011); Byrne (2010); Brownne & Cudeck (1993)
Absolute fit	GFI	Value > 0.90	Jorekog & Sorbom (1984)
Incremental fit	AGFI	Value > 0.90	Tanka & Huba (1985)
Incremental fit	CFI	Value > 0.90	Bentler (1990)
Parsimonious fit	Chisq./df	Value < 5.0	Marsh & Hoeverar (1985)

By adopting the Maximum Likelihood judgment technique, the dimensional frameworks of the model in the investigate outline as well as the general structural and dimension models were analyzed based on the acknowledged goodness-of-fit indices provided in Table 4.6. The representations were frequently re-specified until good-fits were achieved. In the next segments the evaluation of the measurement frameworks of the individual structures and the general study framework measurement model are provided.

A. Measurement model assessment for Transactional Leadership

The Transactional Leadership approach formed by six (6) indicators, that symbolized the factors of inquiries in the questionnaire from which the participants’ views were required in respect of the various social factors that could influence one’s behavioral intention to use e-learning. All items were retained after the EFA because they all satisfied the requirement for dimensionality and reliability during the

pilot survey analysis.

Applying the AMOS graphic, the reliability of the TSL dimensional framework was examined by assessing the squared multiple regression (R^2), the factor loadings, as well as the fitness indices. In order to decide on a dimensional representation as compelling, the literature indicated a R^2 of not less than 0.30 and factor loading of not less than 0.50 (Byrne, 2010; Kline, 2011). Hair et al (2011) argued that any indicator/factor that has values less than the anticipated lowest amount should be eliminated from the measurement representation. Based on the approved directives, the dimensional model for TSL was analyzed in AMOS graphics as demonstrated in Fig 1.

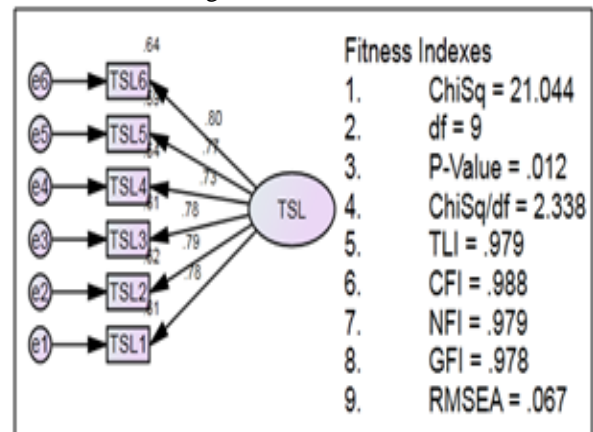


Fig 1: Measurement model for Transactional Leadership (TSL)

As presented in Fig. 1, the variable loadings for the five indicators that formulated the TSL framework returned values within the anticipated thresholds found in the literature. Equally, estimation of the goodness-of-fit indices as well discovered that the TSL representation is applicable as all the fit figures indicated values in the satisfactory thresholds. This suggested that the representation was legitimate and no additional re-specification was necessary. Table-II shows the p-statistics, factor loadings, and the model fit statistics for the TSL model in order to further review the model reliability.

As indicated in Table-II, every factor loadings and the consequent SMCs are above 0.50 and .30 respectively. The uppermost aspect loading is connected to the indicator “TSL6” (.800) whilst the buck is associated with the indicator “TSL4” (.732). In addition, the squared-multiple connections of single indicators exposed that the highest was .64 associated with the indicator “TSL6” while the buck was .54 associated with the indicator “TSL4”. With the intention of evaluating the model fit, the goodness-of-fit statistics were reported. As publicized in Table 4.7 all the goodness-of-fit measures meet the requirement for establishing model fit. The representation satisfied the entire prerequisite for model fitness and validity based on the recommended criteria for model fitness presented in Table 2. The decision to accept the model was then upheld and all the six (6) indicators of the construct were retained and used further in the structural model.

Table 2: Dimension model for the Transactional Leadership (TSL)

Factor Loading								
Indicators		Construct	Estimate	S.E.	C.R.	P	SMC	Remark
TSL1	←	TSL	.779			***	.607	Recommended level achieved
TSL2	←	TSL	.788	.065	14.259	***	.621	Recommended level achieved
TSL3	←	TSL	.779	.067	14.066	***	.607	Recommended level achieved
TSL4	←	TSL	.732	.072	13.069	***	.536	Recommended level achieved
TSL5	←	TSL	.771	.067	13.894	***	.594	Recommended level achieved
TSL6		TSL	.800	.068	14.506	***	.640	suggested level achieved
Goodness-of-fit measures								
Model identification						Model fit statistics		
Observed variables	=	6	X ²	=	21.044	CFI	=	.988
Estimated parameter	=	12	X ² /df	=	3.300	RMSEA	=	.067
Degree of freedom	=	9	P-value	=	.012	NFI	=	.978
Decision	Model accepted							

B. Original measurement model for Transformational Leadership (TFL)

The original measurement construct for TFL construct contained six (6) indicators which are pictorially depicted in Fig. 2. As demonstrated in the outline, the factor loadings and the SMCs for the indicators TFL11 and TFL12 are below the suggested standards of .50 and .30 respectively. Similarly, through the exception of the p-value, all the goodness-of-fit procedures are not in the acceptable level which suggests that model re-specification is required.

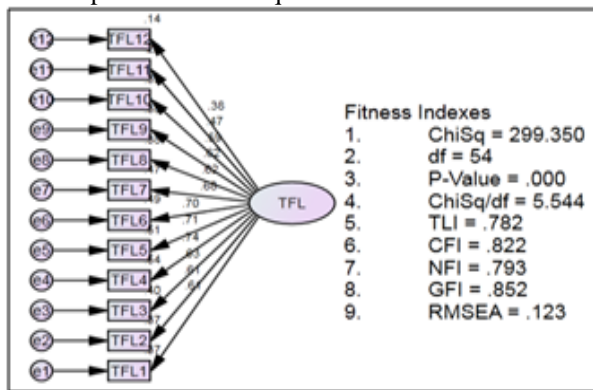


Fig. 2: Preliminary dimension model for Transformational Leadership

In order to advance the assessment of the fitness of the preliminary dimension model for the TFL construct, the factor loading and the goodness-of-fit measures are presented in Table-III. As mentioned earlier, two of the twelve

indicators are having values below the acceptance thresholds while the fitness statistics also indicated some problems that need to be corrected. This indicates that the framework require to be re-specified as suggested in the literature (Kline, 2011).

After elimination of the inadequately loaded indicators and assessing the adaptation indexes the model was re-specified. This resulted in achieving model validity and fitness. The respecified representation is provided in Fig. 3 with the consequent factor loading and fit figures in Table-IV.

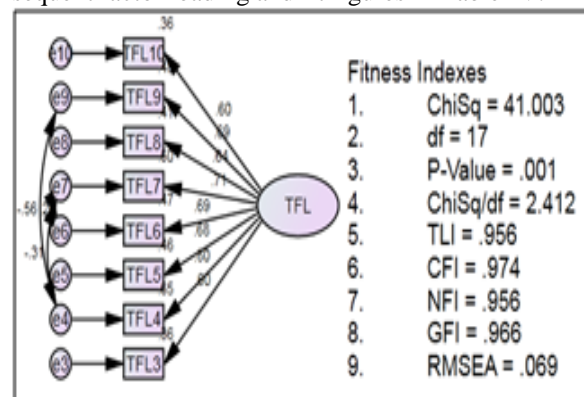


Fig. 3: Final measurement model for Transformational Leadership

Table-III: Preliminary dimension model of Transformational Leadership

Factor Loading								
Indicators		Construct	Estimate	S.E.	C.R.	P	SMC	Remark
TFL1	←	TFL	.609			***	.371	Recommended level achieved
TFL2	←	TFL	.607	.112	8.757	***	.369	Recommended level achieved
TFL3	←	TFL	.632	.110	9.029	***	.399	Recommended level achieved
TFL4	←	TFL	.737	.119	10.110	***	.544	Recommended level achieved
TFL5	←	TFL	.714	.107	9.883	***	.510	Recommended level achieved
TFL6	←	TFL	.701	.110	9.753	***	.491	Recommended level achieved
TFL7	←	TFL	.682	.111	9.567	***	.466	Recommended level achieved

TFL8	←	TFL	.620	.111	8.899	***	.384	Recommended level achieved
TFL9	←	TFL	.620	.107	8.905	***	.385	Recommended level achieved
TFL10	←	TFL	.593	.104	8.593	***	.351	Recommended level achieved
TFL11	←	TFL	.467	.106	7.064	***	.218	Recommended level not achieved
TFL12	←	TFL	.378	.102	5.863	***	.143	suggested level not achieved
Goodness-of-fit measures								
Model identification					Model fit statistics			
Observed variables	=	12	X^2	=	299.350	CFI	=	.822
Estimated parameter	=	24	X^2/df	=	5.544	RMSEA	=	.123
Degree of freedom	=	54	P-value	=	.000	NFI	=	.793
Decision	Model not accepted							

In Table-IV the ultimate dimension model for TFL (8) indicators in the construct are included in the assessment construct is presented. As shown in the table, all criteria for of subsequent models. representation fit were achieved. This means that all the eight

Table-IV: Last dimension model for Transformational Leadership

Factor Loading								
Indicators		Construct	Estimate	S.E.	C.R.	P	SMC	Remark
TFL3	←	TFL	.604			***	.365	Recommended level achieved
TFL4	←	TFL	.805	.133	10.416	***	.647	Recommended level achieved
TFL5	←	TFL	.682	.109	9.759	***	.465	Recommended level achieved
TFL6	←	TFL	.685	.113	9.716	***	.470	Recommended level achieved
TFL7	←	TFL	.705	.121	9.531	***	.497	Recommended level achieved
TFL8	←	TFL	.639	.115	9.297	***	.408	Recommended level achieved
TFL9	←	TFL	.694	.119	9.470	***	.482	Recommended level achieved
TFL10	←	TFL	.597	.107	8.827	***	.357	suggested level achieved
Goodness-of-fit measures								
Model identification					Model fit statistics			
Observed variables	=	8	X^2	=	41.003	CFI	=	.974
Estimated parameter	=	19	X^2/df	=	2.412	RMSEA	=	.069
Degree of freedom	=	17	P-value	=	.001	NFI	=	.956
Decision	Model accepted							

C. Initial measurement model for Laissez-Faire Leadership

Fig. 4 shows the virtual model of the original measurement framework for the LFL construct. The figure shows that all the factor loadings and the consequent SMCs achieve the requisite thresholds of recognition. Conversely, on observing the fitness indices, the representation failed to achieve the reception criteria. Purposely, the RMSEA is far superior to the required value of .08, therefore signifying the necessity for model re-specification.

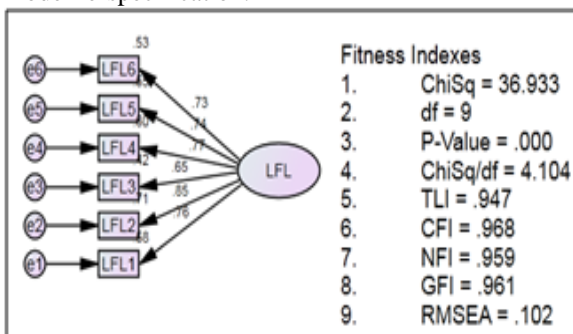


Fig. 4: Initial measurement model for Laissez-Faire Leadership

Table-V indicates model fit statistics outputs and the factor loading gathered from the AMOS Graphics output. The table

shows that the RMSEA is not within the tolerable level, which induces the necessity for model re-specification.

The original measurement construct for LFL was re-specified until a final valid and fit model is achieved. From the result, both the model validity, measured by the model fitness and the factor loadings measured by the goodness-of-fit indices are met as shown in Fig. 5 and Table-VI. This is attained after the preliminary model was re-specified by freeing some items as recommended by the MI. The ultimate dimension model for LFL constructs is then maintained for further use in the structural representation estimate.

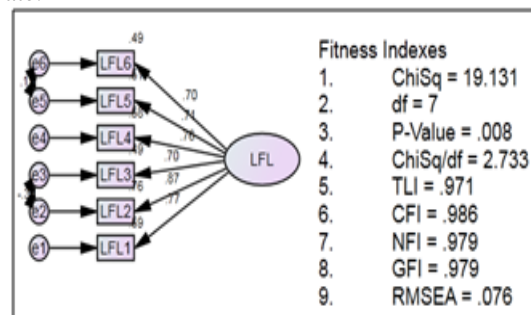


Fig. 5: Final measurement model for Laissez-Faire Leadership

The Table-IV indicates



that all fitness indices are in the tolerable point while the respective SMCs for the indicators and the factor loadings all achieve the satisfactory restrictions. The closing dimension

framework is therefore maintained for insertion in the structural model assessment.

Table-V: Preliminary dimension model for Laissez-Faire Leadership

Factor Loading								
Indicators		Construct	Estimate	S.E.	C.R.	P	SMC	Remark
LFL1	←	LFL	.759			***	.575	Recommended level achieved
LFL2	←	LFL	.846	.067	14.737	***	.715	Recommended level achieved
LFL3	←	LFL	.650	.066	11.101	***	.423	Recommended level achieved
LFL4	←	LFL	.775	.071	13.441	***	.600	Recommended level achieved
LFL5	←	LFL	.740	.103	12.778	***	.547	Recommended level achieved
LFL6	←	LFL	.729	.073	12.569	***	.531	suggested level achieved
Goodness-of-fit measures								
Model identification						Model fit statistics		
Observed variables	=	6	X^2	=	36.933	CFI	=	.968
Estimated parameter	=	12	X^2/df	=	4.104	RMSEA	=	.102
Degree of freedom	=	9	P-value	=	.000	NFI	=	.959
Decision	Model unaccepted							

Table-VI: Last dimension model for Laissez-Faire Leadership

Factor Loading								
Indicators		Construct	Estimate	S.E.	C.R.	P	SMC	Remark
LFL1	←	LFL	.767			***	.588	Recommended level achieved
LFL2	←	LFL	.873	.067	15.199	***	.763	Recommended level achieved
LFL3	←	LFL	.698	.067	11.655	***	.488	Recommended level achieved
LFL4	←	LFL	.758	.069	13.546	***	.575	Recommended level achieved
LFL5	←	LFL	.711	.100	12.534	***	.505	Recommended level achieved
LFL6	←	LFL	.700	.071	12.308	***	.489	Recommended level achieved
Goodness-of-fit measures								
Model identification						Model fit statistics		
Observed variables	=	6	X^2	=	19.131	CFI	=	.986
Estimated parameter	=	14	X^2/df	=	2.733	RMSEA	=	.076
Degree of freedom	=	7	P-value	=	.000	NFI	=	.979
Decision	Model accepted							

D. Preliminary dimension model for job satisfaction (JS)

The association between JS Model and its linked indicators is given in Fig. 6. The robustness of the reliability of the representation was examined by running the original CFA without striking any co-variation on the factors. The Figure 6 two indicators JS13 and JS12 revisited SMCs values and factor loadings underneath the thresholds. Equally, aside from the p-value, none of the goodness-of-fit criteria is obtained. This indicates that the construct requires re-specification.

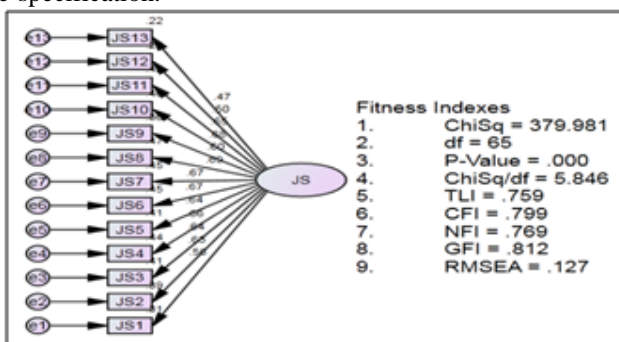


Fig. 6: Preliminary dimension model for job satisfaction

From Table-VII, it is evidently exposed that the R^2 values

of JS12 and JS13 and factor loadings failed to achieve the needed level. Additionally, the different fitness statistics also failed to attain the criteria for construct recognition. Purposely, X^2/df and RMSEA reported 5.846 and .127 which are larger than the suggested values of 5 and .08 respectively. This is a suggestion that framework re-specification is essential in order to ensure the achievement of goodness-of-fit.

Fig. 7 provides the graphical exhibit of the re-specified measurement representation. Upon investigating the modification index and the deletion of some indicators that have poor factor loadings in the original measurement representation, a last dimension model was attained as demonstrated in Fig. 7 and Table-VIII.

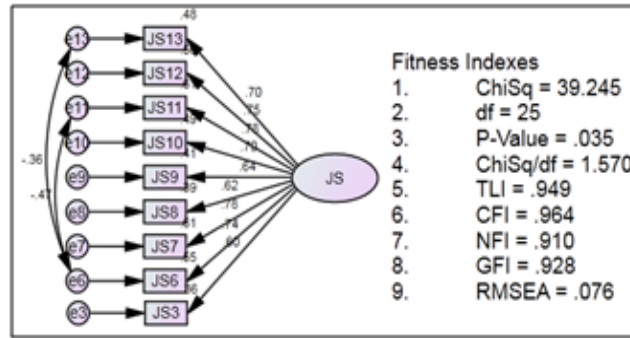


Figure 7: Last dimension model for job satisfaction

Table-VII: Initial measurement model for job satisfaction

Factor Loading								
Indicators		Construct	Estimate	S.E.	C.R.	P	SMC	Remark
JS1	←	JS	.557	-	-	***	.310	Recommended level achieved
JS2	←	JS	.627	.122	8.368	***	.393	Recommended level achieved
JS3	←	JS	.638	.122	8.368	***	.407	Recommended level achieved
JS4	←	JS	.665	.126	8.689	***	.442	Recommended level achieved
JS5	←	JS	.641	.123	8.491	***	.411	Recommended level achieved
JS6	←	JS	.671	.121	8.743	***	.450	Recommended level achieved
JS7	←	JS	.672	.127	8.754	***	.452	Recommended level achieved
JS8	←	JS	.686	.124	8.863	***	.470	Recommended level achieved
JS9	←	JS	.598	.118	8.105	***	.358	Recommended level achieved
JS10	←	JS	.681	.127	8.820	***	.463	Recommended level achieved
JS11	←	JS	.649	.129	8.557	***	.421	Recommended level achieved
JS12	←	JS	.505	.123	7.176	***	.255	Recommended level not achieved
JS13	←	JS	.473	.126	6.821	***	.223	suggested level not achieved
Goodness-of-fit measures								
Model identification					Model fit statistics			
Observed variables	=	13	X ²	=	379.981	CFI	=	.799
Estimated parameter	=	26	X ² /df	=	5.846	RMSEA	=	.127
Degree of freedom	=	65	P-value	=	.000	NFI	=	.769
Decision	Model not accepted							

Table-VIII: Final measurement model for job satisfaction

Factor Loading								
Indicators		Construct	Estimate	S.E.	C.R.	P	SMC	Remark
JS3	←	JS	.601	-	-	***	.361	Recommended level achieved
JS6	←	JS	.744	.203	5.842	***	.554	Recommended level achieved
JS7	←	JS	.780	.197	6.176	***	.608	Recommended level achieved
JS8	←	JS	.622	.175	5.248	***	.387	Recommended level achieved
JS9	←	JS	.638	.186	5.350	***	.407	Recommended level achieved
JS10	←	JS	.702	.215	5.737	***	.492	Recommended level achieved
JS11	←	JS	.783	.186	6.094	***	.613	Recommended level achieved
JS12	←	JS	.749	.191	6.009	***	.561	Recommended level achieved

JS13	←	JS	.696	.189	5.613	***	.484	Recommended level achieved
Goodness-of-fit measures								
Model identification						Model fit statistics		
Observed variables	=	9	X^2	=	39.245	CFI	=	.964
Estimated parameter	=	20	X^2/df	=	1.570	RMSEA	=	.076
Degree of freedom	=	25	P-value	=	.035	NFI	=	.910
Decision	Model accepted							

IV. CONCLUSION

There are numerous tribulations that are associated with workers’ satisfaction, retention, and productivity that pose difficulties to the transportation industry in United Arab Emirates and its management. These difficulties are not exceptionally challenges that the institution faces as they are shared by several other organizations in the United Arab Emirates public industry. The speedy development of UAE economy in the last few years has, massively contributed to amplification in the number of global companies and individuals coming from all over the world who are encouraged to come and work in the United Arab Emirates. For this reason, the number of UAE population has increased thus contributing to a boost on the demand of massive services in the United Arab Emirates transportation industry and other national organizations.

Transportation sector serves UAE in general which augment the necessity to explore the parameters which lead the workers to shift to other job particularly among high skills workers. The more knowledgeable experts are, the higher opportunities they would have to gain highly paid jobs in other companies. Quantitative research was employed and SPSS and AMOS software were employed to analyze the collected data in this paper.

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AUTHORS PROFILE



Saleh Al Zeyoudi born in UAE 1989, I started my studies in the simple schools in my city and had the ambition to complete my graduate studies and get my PhD. My love of reading and encouraging my father was one of the most important motivations that helped me to complete my studies. Holds a BA in Human Resources Management and a Masters in Business Administration, I have some simple articles that I have

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