

JOB SATISFACTION MEDIATE THE RELATIONSHIP BETWEEN THE EFFECTS OF WORK ENVIRONMENT, LEADERSHIP STYLES ON THE EMPLOYEE PERFORMANCE IN UAE

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Abstract

The organization will learn how the workplace environment has a significant impact on employee performance as a result of this research. In the UAE educational system, it is consequently critical to determine the implications of the workplace environment and styles of leadership on employee performance. However, the objective of this study to propose new model for work environment and leadership style on job performance in UAE. The study consists of three main concepts: Work Environment, Leadership Style, and Employee Job Satisfaction. 283 completed questionnaires were obtained through email from staff in UAE public school because emirates national school is the first and the largest academic school in the United Arab Emirates. Analysis of Moment Structures (AMOS) in Structural Equation Modelling (SEM) confirmatory factor analysis (measurement and structural measurement models) were used to analyze the data. The result of this study found significant relationship between Work Environment, Leadership Style has relationship with Employee Job Performance in Abu Dhabi Education Sector. On the other way the Employee Job Satisfaction as mediator has relationship with work environment, Leadership Style and Employee Job Performance in Abu Dhabi Education. The outcome of this study showed that any effort to improve the performance of employee job performance in UAE could use the model of this study which could be a stage in the right direction. Furthermore, findings of the study will be significant to UAE government agencies. Likewise, a leadership style which encourages fellow employees to take on challenging projects will push employees to give it their all since they will believe that the leader is assisting in their professional development. The conclusions of this report's findings can indeed be studied further using qualitative scholarly articles. Furthermore, the purpose of this research is to look into the influence of the working environment and leadership style on employee performance in the UAE educational institutions. Future research could be conducted in other domains.

Keywords: Work Environment, Leadership Style, Employee Job Satisfaction, UAE and educational institutions

1. Introduction

The workplace setting has a significant impact on employee performance. Workplace conditions are said to have a significant, influence on employee performance either negatively or positively (Kaisi, 2020). There are worldwide institutions that contest

employment rights all around the world. Typically, people are spending half of their life

Indoors, which has a significant impact on their mental health behaviors, capabilities, and performances (Daft, & Marcic, 2016). A better workplace atmosphere is thought to lead to better outcomes and higher performance. Workers will be more motivated and productive if the physical atmosphere of the office is improved. Disenchantment, congested workspace, and the surrounding environment, according to various publications of the study of multiple offices and office buildings, are making a big difference in the decrease of employee's performance (Massoudi et al., 2017). The working conditions in the 1990s had altered as a result of advances in various elements, including the social environment, information technology, and adaptable ways of structuring work operations. Employees that are physically and emotionally sound will be more motivated to work, and their performance will improve. Furthermore, a positive work atmosphere can tend to reduce absenteeism and hence improve worker performance resulting in higher productivity at the company (Bryson, et al., 2017).

Leadership is an essential part of any organization. According to (Northouse, 2018), leadership can happen anywhere, as long as someone shows his capability to impact the conduct of others towards the achievement of a certain goal. Leadership is considered as a critical driver of organizational success in this regard, however, the causative consequences of personality traits on the organizational activities that ultimately decide efficiency are rarely explained in-depth, culminating in an overreliance on dyadic dynamics (Tannenbaum et al., 2017). As such, leadership has become an important area of study, especially in the context of organizational effectiveness due to its significant role in determining the direction and success of any organization.

There has been a lot of understanding concerning the term of leadership. Many studies (Bolman et al., 2017) (Priest, 2017) (Klenke, 2016) (Grint et al., 2016) have given various terms for leadership depending on its emphasis. In general, the various definitions of leadership that have the word "influence" are a central part of the notion of leadership itself. Further, leadership is not restricted by bureaucratic rules and is not bound by any particular organization.

Considering its significant impact on organizational effectiveness, studies related to leadership have been conducted in various organizational contexts, including both public and private organizations. Studies related to school leaders have also been extensive and varied, covering various aspects such as the attributes or characteristics of effective leadership (McCaffery, 2018) (Eden, 2018) (Hassan et al., 2018), the impact of leadership on the organization and stakeholders as well as the leadership approaches.

The impact of leadership types on worker performance has been discussed in several latest research. For instance, Rasool, et al. (2015), Aboshaqah et al. (2015), Victoria, (2012), Kahinde and Bajo (2014), Tiger ad Rao (2015), Gimuguni, et al (2014), Raja and Palanichamy (2015). Rasool et al. (2015) studied the health industry in Pakistan

and found how both transformational and transactional leadership had an impact on staff

Effectiveness, with transformational leadership having a greater impact than transactional leadership. From a sample of personnel in government and non-governmental firms in India, Raja, and Palanichamy (2015) found a favorable association between transformational and transactional leadership approaches however a negative significant link between laissez-faire leadership style and employee performance.

As a result, while the research on leadership and employee performance is dispersed throughout countries and industries, the findings for the impact of leadership styles on employee performance are likewise divided. Although the majority of the research suggests that both transformational and transactional leadership models are favorably associated with employee performance, and also that the transformational leadership style's influence is stronger than that of the transactional leadership styles (Rasool, et al., 2015; Tsigu and Rao, 2015). The research on the link between laissez-faire and performance is not as simple as it appears. Whereas some researchers, such as Anyango, et al (2015), indicate a negative correlation, some, such as Gimuguni et al (2014), describe a stronger relation. This indicates that perhaps the research regarding this style of leadership is mixed. Furthermore, the research does not represent all businesses or nations. The healthcare sector (Rassol et al, 2015; Aboushaqah, et al, 2015) and local government officials are highlighted among those examined (Gimuguni, et al., 2014).

However, the workplace environment has a significant impact on employee performance. The workplace conditions are said to have a significant impact on employee performance, possibly negatively or positively (LePine et al., 2016). There are worldwide institutions that contest employment rights all around the globe. Usually, people are spending half of their life indoors, which has a significant impact on their mental health, attitudes, capabilities, and effectiveness (Lin et al., 2015). A good workplace atmosphere is thought to lead to improved performance and greater performance. Employees will be more motivated and productive if the physical atmosphere of the organization is improved. Disenchantment, congested workspaces, and the immediate environment, according to various publications about the study of multiple offices and office buildings, are exerting a big part in the reduction of employee effectiveness (Bouckennooghe et al., 2015).

As a result of the literature study, it is clear that study findings on the influence of leadership approach and workplace environment on employee performance can represent a considerable number of individual and organizational performance outputs (Breevaart et al., 2016). However, the research is not fairly dispersed across the world's economy, let alone the economies of the United Arab Emirates. Research from the public sector, on the other hand, is behind. These findings are the driving force behind our research, which aims to provide information from UAE government agencies.

The challenge that prompted this study is centered on the physical work environment that has a significant impact on employee performance. Employees in UAE public organizations encounter some challenges, including a lack of workplaces for them to conduct their jobs properly, noise that causes irritation relying on the duty they are assigned, and the atmosphere wherein they operate (Demirtas et al., 2015). Therefore, this paper objective proposes new model for work environment and leadership style on job performance in UAE

UAE Education

Developing and developed countries alike acknowledge that education is critical to a country's development and capacity to compete globally. The United Arab Emirates (UAE) is, therefore, no exception, and it has always seen well-educated people as essential to prosper in an international economy (Alhebsi, Pettaway, and Waller, 2015). Especially comparing to other educational systems in other countries, the UAE education structure is fairly new. The creation of an educational system commenced in 1962 and was picked off once the federation was formed in 1971. A public education reform system has been built in less than 40 years that is comparable to those established by western nations over the last 100 years (Oakes et al, 2018). As a corollary, the authorities do have to quickly build an educational system that can keep up with the country's rapid growth. As a result, several foreign formats and curriculum designs have been adopted, giving students more options while also satisfying the requirement for capabilities fast (Kirk, 2010). Although this has benefited in the immediate future, the UAE educational system is currently changing significantly with the ultimate goal of developing an indigenous educational curriculum that is more customized to the country's unique needs (See Appendix 4 for Education Sector challenges and budget).

Education in the UAE is a comprehensive public service available to all nationalities at all levels, from primary to university. Although the UAE educational system is predominantly in use by UAE citizens, most of those employees are foreigners, culminating in a chronic lack of Emirati academics. The public sector is currently facing a huge issue due to a shortage of Emirati teachers (Oakes et al, 2018).

In addition to the public school system, there is a private school system that is primarily made up of expatriate students and faculty, although several national pupils are now entering private schools because they are considered to be of better caliber. Both the private and public sectors have very different student and instructor demographics, because there are numerous issues associated with diversity, like language hurdles, social and spiritual disparities, and gender inequalities (Oakes et al, 2018).

In 1962, only about over 20 schools are servicing about 4000 students, the majority of whom were boys. Post-secondary education did not know of its existence. Formal education has only been offered in the larger cities when the UAE was founded in 1971, where there were only 28,000 pupils in the entire country. Adult literacy rates were low

as a result, with 54 percent of males and 31 percent of women (The Ministry of Cabinet Affairs). Vision 2021 for the UAE). Federal Law No. 11 was approved in 1972, making education obligatory at the primary school level and free at all levels for UAE citizens. This significant edict was the first step in ensuring that all people have the right to schooling. Numerous big infrastructure initiatives have been launched to support this academic progress including the UAE University, the nation's first higher education institution, and the Higher Colleges of Technology that now has 17 branches all over the country. Since about 2018, there are 76 institutions of higher education in the state, with a total student population of 103,431, enrolment in 644 authorized graduate schools (AlMurtadha, 2018).

The educational institution in the United Arab Emirates has transformed into a four-tiered hierarchy. The UAE's elementary and secondary education system is divided into three cycles: cycle one consists of five years of primary school, cycle two of classes six through nine, and cycle three of grades ten, eleven, and twelve. Schooling is required by law until the twelfth standard.

2. Literature Review

The purpose of this literature review is to explore the numerous publications connected to the workplace environment and leadership style, and both affect employee performance.

2.1 Working environment

The workplace environment has been defined by Sally (2020) as the entirety of factors, activities, as well as other influencing elements that really are presently and/or potentially competing with an employee's activities and performance. The totality of the interrelationships between people and the setting wherein they operate is the working environment.

According to Asrar-ul-Haq and Anwar (2016), "the process of transferring knowledge across organizations is dependent on how the workplace environment is built to enable organizations to use the workplace environment as a resource. "This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge. Furthermore, he suggested that creating a work atmosphere that caters to employee pleasure and allowing free exchange of information is a great way to motivate employees to increase their productivity.

2.2 Leadership Style

Leadership is conceptualized as a way of interactions between leaders and employees in which leaders can affect the behavior of their followers to achieve corporate goals (Reid, 2016). A company must understand the many styles of leadership which can help boost employee performance. Multiple research has found a link between leadership style and employee performance, as well as many studies, have found a link connecting

leadership has a positive impact (Asrar ul Haq & Kuchinke, 2016). In today's fast-paced environment, it's critical to choose a leadership style that fits the context to achieve high performance (Galperin & Alamuri, 2017). There are two types of leadership styles, as per Kalsoom et al, (2018): transactional and transformational leadership strategies.

Heterogeneous groups are already incorporated into a centralized system in which employees have autonomy in creating goals and assessing accomplishments (Rathore et al., 2018). Corporations are re-architecting themselves and abandoning the old hierarchical system, emphasizing the need of extending subordinates' responsibilities in decision-making (Carlton & Perloff, 2015). These developments support leaders' willingness to cede power to lower tiers (Choy, McCormack & Djurkovic, 2016). According to previous research, these styles of leadership are far more effective in fostering lifelong learning by emphasizing creative activities and establishing new values and beliefs (Dvir, Eden, Avolio & Shamir, 2015 and Qu, Janssen & Shi, 2015).

2.3 Employees' Job Satisfaction as Mediator

Based on Judge et al, (2020), job satisfaction is “a strong or visceral attachment to many facets of the job, whereas Ekhsan et al, (2019) explained that “job satisfaction is a set of employee feeling whether it is pleasant or unpleasant. Job satisfaction, according to Eliyana & Ma'arif (2019), is “the prevailing feeling regarding somebody's work which demonstrates a disparity among the variety of rewards earned and the quantity they perceive individuals might earn.” Altogether, an individual's job performance is calculated by multiplying the level of job fulfillment (all facets of the employment) even by the relevance level of the task. Personal satisfaction or unhappiness with their job is a private thing that is determined by how the individual views the concordance or disagreement among his aspirations and the accomplishment. It may well be stated that job satisfaction is indeed the healthy approach of the workers that encompasses behaviors and thoughts thru the evaluation of a task as a degree of gratitude in accomplishing one of the job's most essential values. Whenever the intended minimal restriction has already been met and that there is no disparity among his expectations and realities, somebody will be satisfied with their employment.

Furthermore, the terminology "job satisfaction" refers to a person's feelings about their position and the institution and could be described as a worker's instinctive attachment to their workplace environment involves the comparison of real outcomes to anticipation (McCann et al., 2014). Since the 1930s, job satisfaction has also been researched extensively in organizational and industrial sciences (Siengthai, & Pila-Ngarm, 2016). For years, there has been a discussion about whether worker contentment does influence staff performance or effectiveness. According to the findings, higher employee happiness has a remarkable influence on a person's job performance (Jason A et al., 2015). Is job satisfaction linked to job performance, are significantly associated which means both job satisfaction and job performance are linked (Kinicki, 2013). Following a comprehensive measurement of employee satisfaction, the analysis found that organizations with even more highly satisfied seem to be more successful than those

who have lesser satisfied employees (Zadel, et al., 2008). Likewise, according to Aziri, et al. (2011), job satisfaction does have a favorable and considerable influence on employee performance. According to Jason A et al. (2015), employment evidence suggests that contented workers have become extremely scarce (Jason A et al., 2015).

2.4 Employee Job Performance

An individual employee's job effectiveness is characterized as their ability to complete work-related responsibilities or skills. Job performance, according to Rotunda, should be described as acts that contribute to corporate goals that are under the people's control (Battaglieri, 2017). It has to do with a person's readiness and flexibility to explore different things on the work that will lead to a rise in the individual's effectiveness. From the standpoint of the assessing parties, these are measured by the level of accomplishment of commercial and social ambitions and duties (Akisik, & Gal, 2017). Individual personality traits, such as competence and skills to communicate with work engagement, are important indicators of job performance.

The contention would be that this description encompasses a broad variety of job practices and that certain objectives of enabling a worker's role and obligations, while others have an impact on the company's objectives but not to come within role and obligations. Nonetheless, the bulk of previous research has shown that job performance involves a local degree of a worker's attitudes and decisions that correspond to the company's objectives (Jones et al, 2017), in which it corresponds to all activities that employees engage in at the workplace.

Job performance is regarded as being the most crucial factor of sustaining continual profitability in organizations, particularly profit-making organizations. Employee performance is assessed on an individualized basis through job performance assessments which take into account characteristics such as managing time, leadership ability, and profitability. It is a strategy for assessing the degree to which economic and social aims and responsibilities have been met from the viewpoint of the evaluating group (Akisik, & Gal, 2017). Furthermore, one's job success can be measured using the three dimensions proposed by (Obeidat, & Tarhini, 2016): results, actions, and personality attributes. Several more aspects can influence a worker's job performance along with the working environment, machinery, gainful employment, performance expectations, and performance reviews, as well as rewards for positive or negative performance, operating procedures, expertise, skill sets, and inclinations (Aguinis, 2019). The architectural workplace environment, on the other hand, has indeed been extensively researched because it has a significant impact on a worker's job performance.

3. Research Conceptual Framework

Below is the conceptual framework developed for this research work, it comprises

dependent variables independent variables as well as mediating variables. The framework was developed after an all-inclusive literary assessment on the topic matter by strategically figuring out the unused variables by other researchers. In the research, the Job Performance in Abu Dhabi Education Sector uses as a dependent variable while work environment and leadership style as independent variables, lastly employee job satisfaction in this study is mediating of this study.

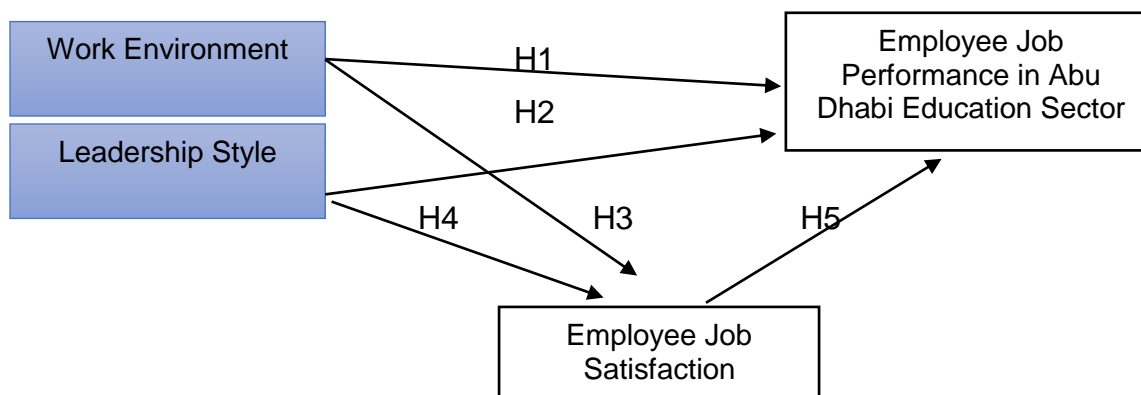


Figure 1: Research Framework

4. Research Hypothesis Development

4.1 The Relationship between Work Environment and Employee Performance

Whenever personnel have a negative perception of job protection and wellbeing, their performance suffers. As a result of disregarding the regulations, individuals' mindsets alter, resulting in higher occupational injuries. Supervisory, encouragement interactions with coworkers, workplace safety and wellbeing, functioning ours, and es-teem demanded are just a few of the aspects that influence job happiness (Raziq & Maulabakhsh, 2015). Among the most essential job-related components is workplace safety and wellbeing which should be carefully enforced in the work environment to provide a conducive employment atmosphere and adjustable working conditions for workers.

Workplace, atmosphere sociological workplace environment, and psychological work culture are three aspects of the work situation, according to Jain and Kaur (2014). The effectiveness of an or-generation that is devoted to worker well-being. The company would include a great living workplace so that they could focus on their respective tasks and become more efficient.

Although Tetteh (2017) stated that a "non-incentive wage structure favors higher efficiency," he implied that income and compensation are perhaps the most significant motivators for individuals. Workers would perform lesser whether they are paid the same regardless of personal commitment to the objective, he claims, and employees

believe because performing at a faster percentage indicates relatively few people would be employed, therefore prohibits workers from performing longer (Stater, & Stater, 2019).

H1: Working Environment has a relationship with Employees Job Performance

4.2 The Relationship between Leadership Style and Employee Performance

In Nigeria, Ojokuku et al. (2012) did studies examines the effectiveness of leadership approach on workforce A Case Study of Nigeria Bank. The authors were using a sample group of 60 people. The survey included 20 banks in Ibadan, Nigeria, that were chosen randomly. On a face-to-face approach, research was conducted from the directors of accounting, operational, and branch managers using a standardized questionnaire. To analyze the data, a descriptive statistics method was utilized, and one hypothesis was developed. The aspects of the substantial influence of the style of leadership on adherents and effectiveness were studied using statistical analysis. There had been a favorable and unfavorable association between performance and leader approach, according to the research. The style of leadership and performance of the organization were determined to have a 23 percent difference in ineffectiveness. According to the findings, transformational and democratic leadership styles have such a favorable impact on both performance and adherents, and thus are strongly advisable to bankers, particularly in today's world of global competition.

The degree to which employees can execute efficiently and effectively is determined by the character of the style of leadership. The relationship between leader approach and worker performance is significant since it will help us better comprehend how many factors influence effectiveness. Participative leadership does have a larger beneficial impact on worker effectiveness because employees feel empowered and confident in their ability to execute their jobs and make choices. Furthermore, in an autocratic approach, leadership only has the power to decide, making people feel inadequate in their work and decision-making. Employees in a democratic leadership style get some considerable discretion over their task, hence overall performance is improved than from an authoritarian style.

H2: leadership Style has a relationship with employee performance

4.3 Job satisfaction and employee performance

According to the findings of Pawirosumarto & Gunawan, R. (2017), employment satisfaction has a favorable even if not particularly substantial impact on employee performance at Parador Hotels and Resorts. This finding contradicts Maharani et al. (2013), Muparrih and Santoso (2013), and Harlina et al. (2013). Worker job satisfaction at Parador Hotels & Resorts is determined by the employee's perception of if working is enjoyable or uncomfortable. Job satisfaction does not have a major impact on worker

performance at Parador Hotels & Resorts, implying that the level of job performance was just not dictated by the amount of worker contentment with the organization. Study shows that employees define work satisfaction since each individual's emotional responses about their job, supervisor, pay, progression (future chances), and excellent interaction with coworkers. Although individuals believe their job happiness is not yet exceptional, job satisfaction would not be a significant factor in boosting job performance. As a result, the current study proposition.

H3: Employee Job Satisfaction as the mediator has a relationship with Employee Job Performance

4.4 Job satisfaction as a mediating variable between work environment and employee performance

Pawirosumarto & Gunawan, (2017), reported that job satisfaction is not a mediating variable between the work environment and employee performance. According to Nugroho and Kuswardani's (2013) analysis, this is correct. Job satisfaction at Parador Hotels and Resorts is determined by how happy or unhappy the workers are at the workplace. Despite the reality that now the workplace conditions have a substantial impact on job happiness, workers believe that job contentment is not at the same optimum point, motivating Parador Hotels and Resorts personnel to boost their effectiveness. However, the above studies were done in a different environment rather than education sector and different country, therefore, this study hypothesis that:

H4: Job satisfaction as a mediating variable between work environment and employee performance

4.5 Job satisfaction as a mediating variable between Leadership style and employee performance

Parador Hotels and Resorts, the findings demonstrate how the style of leadership had a favorably substantial effect on worker job contentment implying that style of leadership is among the essential elements which can boost job happiness. According to Iran's findings, this is Nidadhavalu, (2018). To enhance organizational work satisfaction, the director of Parador Hotels and Resorts must choose the suitable leadership approach the association among the aspects of organizational identification (LS02) and also the aspects of supervisory (JS02) that has a grade of 0.592, has the greatest level of the correlation among factors. This indicates that now the association among the 2 elements is robust. As a result, Parador Hotels and Resorts requires a leader who is capable of completing similar organization complies with procedures and in an excellent manner because that staff feels more secure in terms of monitoring. The preceding reasoning backs up Pawirosumarto et al. (2017)'s claim that even good leadership's conduct is dictated by their attitude and character, as shown in how leaders deliver

instructions and duties, as well as how individuals converse with one another. Corporations should improve and oversee by expanding the number of leaders who are capable of providing explicit, effective, and well-structured task management. Hence, it can be hypothesized as:

H5: Job satisfaction as a mediating variable between Leadership style and employee performance

5. Methodology

The research approach is purely quantitative. It involved a pilot study with the use of questionnaire instrument. The questionnaire survey sets were administered among the Employees in the Abu Dhabi educational institutions. Thus, an aggregate of 283 completed questionnaires was obtained. Taking after the gathering of data from employees in public schools, more specifically and the questionnaires will be checked at the Emirates National School in the United Arab Emirates to ensure the data's elimination, finality, and uniformity. Not everyone in the survey answers all of the questions. Responses may well have been ignored entirely because the participant did not understand the question, did not realize the response, was unwilling to complete or was just unconcerned with the need to reply to the entire survey. AMOS-SEM software package for simulation and modelling procedure is used in locating the significant and dominant factors. For the purpose of questionnaire development of the research instrument, the use of five (5) point Likert scale was used. Likert scale is proposed because of the anticipated method of data analysis (that is, Structural Equation Modelling SEM) due to the fact that most of the questions have to do with attitudinal and perception opinions of people (unobserved data) which are usually prone to error. The data, having passed through various screening stages which included missing data, outlier, reliability test, multicollinearity, confirmatory factor analysis (CFA) and the structural model which was found to be fitted, revealed a significant P-Value.

This study examined the assumptions of normality at univariate level, and at multivariate level. The recommendation is that skewness and kurtosis value scores for items of measurement should be between -1 to +1 and the results for the entire items were within the acceptable range of -1 to +1, this implies that the assumption is satisfied and indicated no deviation from data normality. Multicollinearity happens when two or more indicators in the model are associated and give repetitive data about the response. Multicollinearity was measured by variance inflation factors (VIF) and tolerance. Multicollinearity in a set of variables are that tolerance less than 0.20 and VIF value no more than 4.0. The outcomes demonstrated that all VIF values stood at 1.012, and tolerance values were found to be 0.988, which showed that multicollinearity was not a problem in this data. Therefore, the preliminary analyses showed no violation of the assumptions of normality, linearity, multicollinearity and homoscedasticity; all the variables in the research model satisfied all assumptions

Confirmatory factor analysis for all integrated constructs

To evaluate for redundancies within constructs, the preliminary CFA model was used for all of them. The independent construct 'Work Environment; Leadership Style; Employee Job Satisfaction and the dependent construct is 'Employee Job Performance'. Figure 2 displays the measurement model that suited effectively predicated on indices as stated in Table 1 to explore whether these constructs (independent and dependent constructs) are repetitive to one another end.

Table 1: Fitness Indexes for All Constructs Simultaneously (CFA Model)

Name of Index	Level of Acceptance	Index Value	Comments
Chisq/df	$\text{Chisq/df} \leq 3$	2.030	The required level is achieved
TLI	$\text{TLI} \geq 0.9$ means satisfactory	0.907	The required level is achieved
CFI	$\text{CFI} \geq 0.9$ means satisfactory fit.	0.920	The required level is achieved
NFI	$\text{NFI} \geq 0.80$ suggests a good fit	0.855	The required level is achieved
GFI	$\text{GFI} \geq 0.80$ suggests a good fit.	0.890	The required level is achieved
RMSEA	$\text{RMSEA} \leq 0.08$ mediocre fit.	0.062	The required level is achieved
Model is not accepted			

Figure 2 shows the completed CFA structure. The CFA model fitted efficiently relying on the fitness indicators presented in Table 1 and Figure 2. The TLI and CFI were both greater than 0.90, while the NFI and GFI were greater than 0.80, and the RMSEA was less than 0.08.

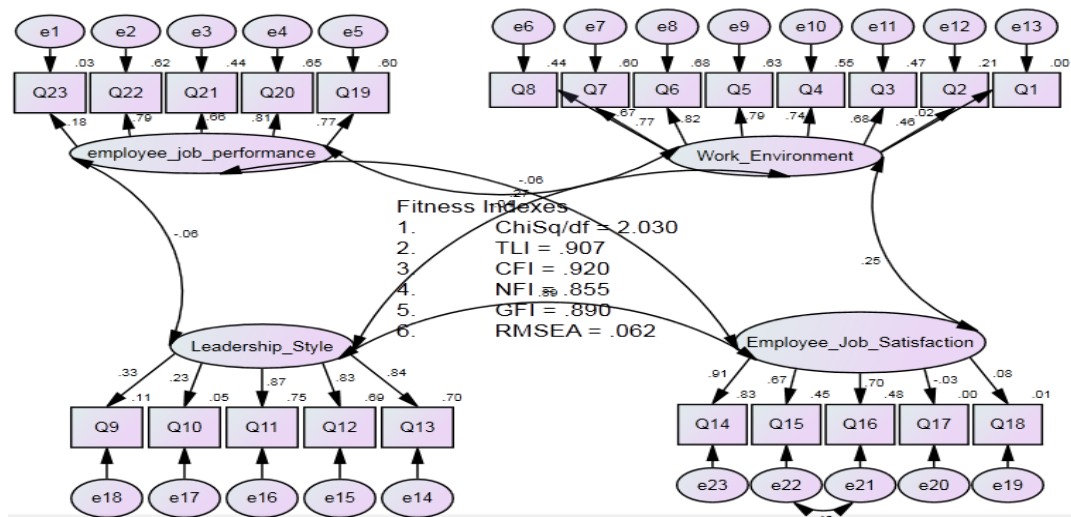


Figure 2: Initial CFA Model

When comparing the findings of such fitness indexes for completed CFA to the suggested levels, it was discovered that all of the fit indexes for the measuring model met the recommendations, as shown in Table 1.

Analysis for structural equation modelling

Just after study construct' unidimensional, reliability, and validity have been established, the very next step in the proposed methodology is to convert the full structures into a structural equation model utilizing Analysis of Moment Structure (AMOS). The investigation assessing framework's exogenous and endogenous components were organized. The set-up with exogenous variables and endogenous variables is as follows. As shown in Figure 4.6, the relationship among every construct is represented by an arrow pointing in the path of the hypothesis. The models, on the other hand, were employed to examine the multidirectional linkages within the study constructs as a whole. The first model did not produce the needed fitness, as seen in the picture below.

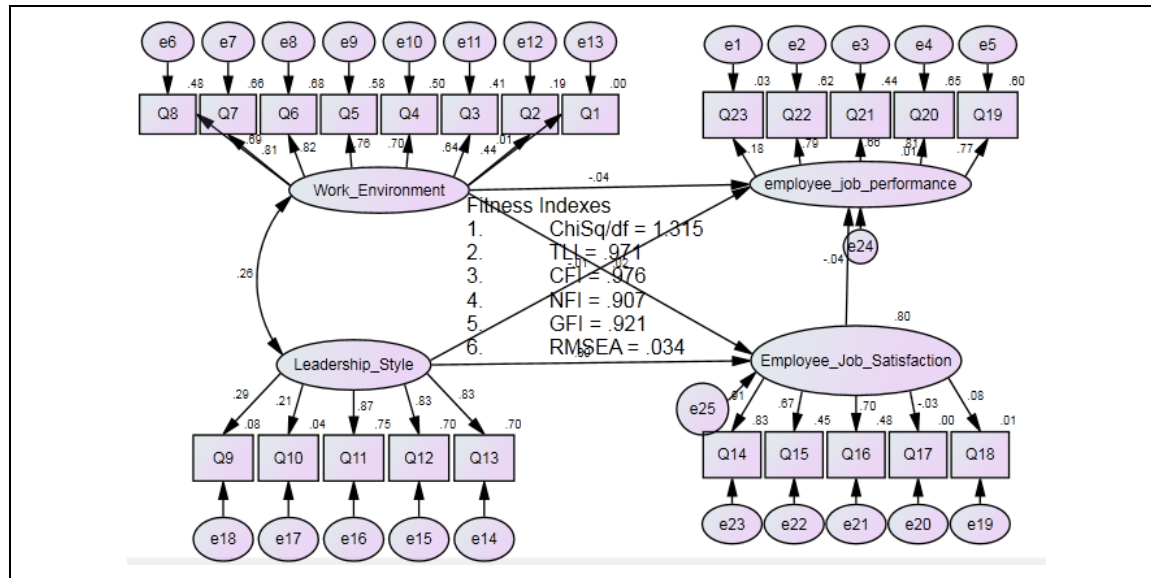


Figure 3: Structural Model

Based on the final model of this paper, work Environment has a relationship with Employee Job Performance in Abu Dhabi Education Sector. Hypothesis (H2): Leadership Style has a relationship with Employee Job Performance in Abu Dhabi Education Sector. Correspondingly, the findings of the study revealed strong Leadership Style characteristics ($p = 0.031 < 0.05$) had a profound influence on employee job performance. As an outcome, this study provides empirical confirmation for the hypothesis. Hypothesis (H3): Employee Job Satisfaction as the mediator has a relationship with Employee Job Performance in Abu Dhabi Education. The hypothesis is empirically supported by this research ($p = 0.006 < 0.05$). Hence, the employee Job Satisfaction as the mediator has a relationship with Employee Job Performance in Abu Dhabi Education Hypothesis (H4): H4: Job satisfaction as a mediating variable between work environment and employee performance. In the same vein, the research's result found that Job satisfaction as a mediating variable among work environment and employee performance has substantial influence. Therefore, the hypothesis is empirically supported by this research ($p = 0.016 < 0.05$). Hypothesis (H5): Job satisfaction as a mediating variable between Leadership Style and Employee Job performance. Job satisfaction as a mediating variable among Leadership Style and Employee Job Performance ($p = 0.037 < 0.05$) has a substantial effect on Employee Job Performance, based on the current findings. As a result, hypothesis H5 is confirmed.

Conclusion

This chapter offered data collecting and statistical analysis in order aimed at providing participants' perspectives on the influence of factors on employee job performance in the UAE. Data collection involved a questionnaire survey. A pilot study was undertaken beforehand to the real survey questionnaires to examine parameters discovered from a

review of the literature concerning work environment, leadership styles, and employee job performance in the UAE. The section included statistical analysis with the CFA model, as well as the usage of structural equation modeling techniques with AMOS. The measurement model and the structural model were used in the structural equation modeling process. The fit of every measurement item was checked and use a CFA in the first process to ensure that they were all uni-dimensional. At that same moment, the measuring model was evaluated depending on the aforementioned sequence of outcomes: (1) Every one of the indexes used to evaluate an envisaged additional construct have significantly higher standardized factor loading; (2) approximated correlation coefficient among the elements are less than .85; (3) modification index values with greater covariance and high regression weights are removed; and (4) general fitness metrics imply the model is acceptable. The data was well-fitting with the adjusted measurement model, and all variables were heavily loaded on their required variables. The reliability and validity of every component construct were then assessed. Cronbach's alpha and CR were used to assess reliability. All structures were found to be reliable, according to the statistics. Convergent and discriminant validity has also been evaluated to determine the validity of every component. The conclusive proof was discovered to support the validity and suitability of the variables used in this research to be used in the subsequent phase (structural model) of testing the hypotheses.

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