

# The Impact of Developing HRM Harvard Model on Employee's Attitude, and Skills: A Case of Sharjah Municipality UAE Appraisal

Dr. Hamed Usrof

HRM Department City University College in Ajman- United Arab Emirates

## Abstract

This article utilizes the Harvard model of Human Resources Management (HRM) to conceive how changes in stakeholder interests combined with changes to situational factors influence public segment HRM arrangement decisions that thusly influence HRM results for various sorts of open sector employees through three added dimensions to Harvard model; leadership behavior, service direction execution, and work intelligence on employee's attitude and skills. The objective of present research is to assess the perception of HR managers about defies they face and the three factors being adapted to the Harvard model, which to estimate the impact of developing a model on employee's attitude, and skills. Methods: A survey design to develop Harvard model of HRM, and the individuals who join their role as HR managers with different obligations of employee's attitude and skills in Sharjah municipality was measured with the acceptance of three dimensions added to Harvard model. The study based on self-administrated questionnaire including 42 Questions. The study approach was quantitative for collect data and analyzes data with 360 sample size, whereas thematic analysis was used for open-ended questions. Results: An aggregate of 349 respondents from Sharjah municipality responded. The participations had different ranges of expertise in the area of HR management. The coefficient of determination was used to find the effects of all factors which added to model and revealed that challenges varied across respondents and participating municipality, while, over all the results were indicated bigger than (0.9) with each model directions, and this show a high impact of employee's attitude and skills by adopted Harvard HRM model. Conclusion: the benefits of seeking after a solid examining focus may have profited associations fiscally, the advantages can just remain if general sector employees, including experts, are set up to work under those conditions. The inability to hold better HRM in municipality with various sections, combined with past investigations that have distinguished poor administration as a contributing component, proposes that past HRM approach decisions may must be supplanted by new HRM strategy decisions that emphasis on employees' attitude and skills.

**Keywords:** Human Resource Management; Harvard Model; Employees' Attitude and Skills; Work Intelligence; Leadership Behavior

## 1. Introduction

These days organization as groups that their life and soundness depend to strong connection between the segment and its constituent components, by strategic approach to HRM that are profitable as a savvy speculation. Human capital, is not just physical or monetary capital But it is characterized as the learning, abilities, skills, inventiveness and wellbeing. Experience has demonstrated that the HRM capacity affect on the advancement of social orders and associations, it is more probable than different sources of info, for example, physical data sources. Subsequently, the significance of HR execution in creating a good organization for specialists and organizers caused to scientists and organizers focus on the issue of HRM. In the territories of HRM, the effect of HRM strategies and practices on the organizational Performance is imperative subject. Furthermore, associations can Improve and upgrade the nature of the staff by giving instruction and advancing comprehensive. Surely, Studies demonstrate that stakeholder interests in instruction will prompt more prominent productivity. In this manner, learning association contributes on individuals, since individuals are really important human capital that has diverse characteristics and make included an incentive for the association. The outcome of study by "Korff, J., Biemann, T., & Voelpel" on "Human resource management systems and work attitudes: the mediating role of future time perspective" indicated that there is a significant difference between adjust the level of HRM and training and development in organization.

Moreover, the outcome of study by "Carmeli, A. (2003)" on "The relationship between emotional intelligence and work attitudes, behavior and outcomes" showed that there is a significant relationship between emotional intelligence and work attitudes, behavior and outcomes to improving labor productivity. Therefore, the present paper intends the first by emphasizing the developing HRM Harvard model on employee's attitude, and skills and the roles of new factors which are added to human resource management practices (HRMP) area, discuss the effects of three dimensions (leadership behavior, service, direction & execution, and work intelligence) on employees attitude and skills which is added to Harvard model at Sharjah municipality, then discuss identify and define indicators of effective Harvard model then determine the employees attitude, and

skills, based on (8) hypothesis in this study.

This article utilizes the Harvard HRM model to analyze how changes in stakeholder interests, for example, the adjustment in administration theory that encouraged the execution of new management practices, combined with changes in situational factors, (for example, a maturing populace notwithstanding a lack of prepared representatives) prompted HRM approach decisions in the general population division (especially in connection to supervision hones) that thusly influenced HRM results (by influencing workers' levels of emotional responsibility (Beer M., 1985). Specifically, the article analyzes how HRM results might be distinctive for assorted kinds of open division representatives. While there is developing writing associating HRM hones and authoritative adequacy, the emphasis has been on seeing open area workers as a solitary gathering of representatives and this issue has critical ramifications for the manageability of people in general part.

### *1.1 Aim of Study*

The present research aims to improve a model for the better of employee's knowledge. Therefore, the main aim of study, was based on the improvement of the Harvard model, which to estimate the impact of developing a model on employee's attitude, and skills, both independently and together, aimed at fostering work engagement and improving performance and keeping up of capable workforce great and make of relations between them. While, implementing a model to administrative staff is increase their expertise and capabilities in performing duties and the act of putting some of their potential and to improving the skills.

### *1.2 Problem of Study*

- From my viewpoint, change is considerably more identified with culture and social issues than it is to specific procedures.
- The emphasis has been on seeing public segment workers as a solitary gathering of representatives and this issue has essential ramifications for the manageability of people in public segment.
- Continuing decision making in recruitment and staff resignations, hence, 11% of Sharjah municipality employees resigned recently from municipal and expatriate employees in protest against what they called "unfair assessment of their efforts, increased work, lack of skills and promotions.
- As the environment for this advantage is ever changing, problems of Sharjah municipality desire our attention.

## **2. Theoretical Background and Hypothesis Development**

### *2.1 Investigate the Developing Harvard Model in Stakeholder Interests and Situational Interests on Employees*

An paper contends that the organizational independence on which the subject is propounded in the United States is not embraced in Europe. A scope of branches of knowledge in which associations in Europe are bolstered/compelled by outer elements are dissected, in this way difficult the legitimacy of the American model. This raises the need to consider diverse theoretical ways to deal with HRM: another model of the idea which would envelop EuroHRM is proposed. Furthermore, the paper has contended from European information and thus has limited the examination to Europe. It is trusted that the 'European' approach anticipated here accords much better with the truth of present and creating practice than a considerable lot of the more direct faculty administration or HRM approaches somewhere else. What's more, it might be that it is nearer to reality in different landmasses and nations as well. Little specifically practically identical proof is accessible from the USA and different parts of the world about training in HRM somewhere else, and there is unmistakably a requirement for an impressive augmentation of research in the point. It is doubtful, be that as it may, that the 'European' model may well be more pertinent to different nations than the "Human Resource Management Model" (Brewster, C., 1993).

There is a developing assortment of confirmation on the significance of Human Resource Management (HRM) in the nature of administrations that wellbeing laborers can convey. Organizations, for example, the Capacity Project have recognized arranging, creating and supporting the workforce as the three columns expected to fortify HR for wellbeing HRH to actualize quality wellbeing programming in creating nations (Baillie, E., et al., 2009). Most governments are tending to the arranging parts of HRM, through activities, for example, expanding the yield from wellbeing proficient preparing schools or pulling in resigned wellbeing specialists once again into the workforce, yet yields from past research obviously express the need to address support of the workforce (McAuliffe, E., et al., 2013). Theoretical scope supporting the foreword of New Generation of Public Management (NGPM) and various analysts testing the significant effect of the NGPM changes, most scientists recognize the critical effect of the enforcement of NGPM on HRM public sector (Dunleavy, P., 2006).

The policy of public, stakeholders may incorporate any individual or association whose interest might be emphatically or contrarily influenced. This incorporates government associations and private organizations of all sizes, neighborhood experts, the general group, other invested individuals, for example, willful and group

associations, impeded gatherings, indigenous gatherings, and individuals of non-local dialect talking foundation. Each open administration includes an extensive variety of connections between arrangement creators and its partners, and improved associations with those partners possibly gives a practical method for getting great or better quality information in an inexorably asset obliged condition. Surely, authenticity of open strategy now regularly relies on a procedure of trade amongst society and government (Riege, A., & Lindsay, N. 2006).

Consequently, while the usage of NGPM concentrated on changing of organisational practices, the progressions that most influenced the regulating role were another organisational concentrate on accomplishing results, giving directors, or experts, specifically, more power and the presentation of estimation devices that could be utilized to screen and survey execution in connection to suitable benchmarks of administrations. While changes in HRM hones are probably going to significantly affect workers in all conditions, the logical situational factors may have aggravated the effect for a few kinds of open area representatives more than others. The accompanying area inspects the current situational factors in which such changes in HRM have been actualized (O'Flynn, J. 2007).

Situational interests factors joined with more beneficial ways of life, progresses in therapeutic science and the ensuing increment in life span, there are presently more seasoned individuals than any time in recent memory and this pattern will proceed for a very long while. Joined with the deficiency of more youthful specialists and the normal early retirement of the children of post war America, analysts and others are currently foreseeing a work lack soon (Durik, A. M., & Harackiewicz, J. M., 2007). This leads researcher to suggest the below hypothesis:

*H<sub>1</sub> There is a relative significant effect among Stakeholder Interests and Situational Interests through Employees Attitude & Skills*

### *2.2 Investigate the Developing Harvard Model in the HRM Strategy*

The developing general patterns in supervision crosswise over associations and nations by developing harvard model. As far as supervisory practices, open segment chiefs show that the greatest issue has been in their difference in center. They are currently anticipated that would intercede between organisational objectives and expert/socially installed objectives, frequently compelling bosses to concentrate on their evaluating part instead of their supporting part, and this has been especially troublesome for those overseeing experts. As needs be, managers have now been given expanded obligation to screen, measure and survey execution of HR to a far more noteworthy degree. It is in this way misty whether such changes to supervisory practices have influenced distinctive sorts of open segment workers' levels of fulfillment with their supervision and whether this has, thusly, influenced their HRM results (Wang, D. S., & Shyu, C. L., 2008).

High-inclusion HRM strategy begins with administration philosophies of insight and center esteems that underscore the significance of workers as a wellspring of upper hand. Works inspect distinctive kinds of connections between HR managers and the organizations' best administrators. It takes after that when top administration considers human capital as a wellspring of upper hand, it will have a tendency to set up connects to the HRM work portrayed in this surge of work as integrative, completely incorporated, or corresponding, with the goal that HR directors will have a more noteworthy voice in top-level organizational strategy plan (Bae, J., & Lawler, J. J., 2000). Hence, the researcher suggests this hypothesis:

*H<sub>2</sub> There is a relative significant effect among Stakeholder Interests and Situational Interests through HRM Strategy*

### *2.3 Investigate the Developing Harvard Model In the HRM Outcomes*

Attitudes are the sentiments and convictions that to a great extent decide how representatives will perceive their condition, submit themselves to expected activities, and at last carry on. Attitudes shape a psychological set that influences how they see something different. It affects how they perceive and judge our surroundings at work. Managers of organizational conduct are crucially keen on the idea of the attitudes of their workers toward their Jobs, toward their vocations, and toward the association itself. Job attitudes of the representatives are most critical to accomplish the individual and authoritative goals through their execution. Subsequently the present investigation is proposed on attitudes, for example, work involvement and fulfillment, and employee skills (Velnampy, T., 2008).

The commitment is characterized as the passionate connection to, and recognizable proof with, an association and those with abnormal amounts of emotional duty are probably going to be steadfast and appended to the association, thusly, diminishing their probability of leaving. Past research recommends that correspondence hones and the association with the chief do influence the dedication of a scope of open part representatives. Thus, it is normal that there will be a positive noteworthy connection amongst leader member exchange and commitment (Gould-Williams, J., 2004). Therefore, this hypothesis has been suggested:

*H<sub>3</sub> There is A Relative Significant Effect Among Stakeholder Interests and Situational Interests Through HRM Outcomes*

#### *2.4 Investigate the Developing Harvard Model in Long-Term Consequences*

The asset based perspective of associations clarifies varieties in association execution by varieties out in the public area of HRM and capacities (Hitt, M. A., Bierman, L., Shimizu, K., & Kochhar, R., 2001). In Stakeholder Interests look into, the human component has gotten consideration as of late and there is expanding research exertion and hypothesizing on this subject. Human resource management asset properties (training, knowledge, abilities), specifically those of the partner interests, have been contended to be a basic asset in broad daylight segment, that influences business execution. Thus, HR improvement and usage causes little scale ventures to succeed. In this examination broke down the impacts of HRM model on Stakeholder Interests and employees achievement, particularly on work development in public sector (Couch, K. A., 1992).

HRM advancement and usage alludes to the practices utilized for improving worker skills through preparing and different types of skill, knowledge and expertise improvement. Therefore, HRM advancement and usage enhances the Organizational effectiveness that laborer convey with them to the association. To conceptualize HR improvement and use, we draw on the asset based point of view and HR administration. The two points of view prompt comparable conclusions with respect to the administration of interior assets. Furthermore, both methodologies concentrate on procedures and administration activities to use and create extraordinary aptitudes and on information to accomplish authoritative objectives and outcomes Lepak, D. P., & Snell, S. A., 1999). As per above lines this hypothesis has been proposed:

*H<sub>4</sub> There is a relative significant effect among Stakeholder Interests and Situational Interests through long-term consequences*

#### *2.5 Investigate the Developing Harvard Model in Leadership Behavior*

Leadership and supervision as techniques in utilizing the vertical dyad approach, it is important to center upon every individual from the dyad. Centering first upon the behavior of tile prevalent, Jacobs pointed that a significant part of the trouble with the leadership writing most likely comes from the inability to recognize the attributes of an unrivaled as a man and "leadership" and "supervision" as procedures which are inspired by the circumstance. However there is a proceeding with inclination in the writing for reference to be made to people as pioneers since some piece of their part repertoires comprises of practices fruitful in impacting others without plan of action to expert leadership. This darkens the way that probably there are different parts of their repertoires that depend on..., specialist connections supervision, all together that the confused hardware of formal associations may work as productively as could be allowed (Jacobs, T. O., 1971).

In view of the previous survey one can reason that earlier investigations have focused to a great extent on coordinate connections among leadership behavior, organizational responsibility, work satisfaction and employment execution. In any case, the impact of social contrasts on these connections has not been considered. Most importantly, there were blended outcomes in past investigations. Above all, most by far of past investigations were completed in western settings and there is a developing worry about whether western business practices and management speculations are proper for nonwestern settings. Literature has battled that leadership behavior is socially decided and subsequently differs especially from culture to culture. Besides, various scientists have watched that people from various societies have genuinely disparate levels of employment fulfillment organizational responsibility (Yousef, D. A., 2000). Due to all above reasons, this hypothesis has been suggested:

*H<sub>5</sub> There is a relative significant effect among Stakeholder Interests and Situational Interests through Leadership behavior*

#### *2.6 Investigate the Developing Harvard Model in Service Direction & Execution*

Service orientation gives the basic execution that can make an on request IT working condition a reality by supporting the elements of both reconciliation and framework administration (Leymann, F., 2005). Service sector associations and occupations are characterized typically through a procedure of remaining order by which the eccentricities of the service "item" and the methods for its conveyance are identified with the customary fabricating process. As a result, the service sector may comprise of a different scope of maker and social service businesses with incredible variety in, for instance, commercial center, organizational size and objectives (Arrowsmith, J., & McGoldrick, A. E., 1996).

More seasoned individuals generally have involved a burdened position inside the work showcase, with the burden of age obstructions in enrollment and the inclination to choose them for early exit under scaling back courses of action when they much of the time think that it's hard to re-enter the work advertise and have a tendency to remain rashly resigned or long-term jobless (Laczko, F., & Phillipson, C., 1991), On the other hand, accessible mental research demonstrates that ordered age alone is a poor sign of capacity and execution with work execution, inspiration and fulfillment tending to increment as opposed to diminish (Bahrami, A., 2005). Preparing in like manner may not be an issue if proper strategies are utilized and turnover expenses might be reduced (Arthur, J. B., 1994). Furthermore, H<sub>6</sub> has been suggested:

*H<sub>6</sub> There is a relative significant effect among Stakeholder Interests and Situational Interests through Service Direction & Execution*

### *2.7 Investigate the Developing Harvard Model in Work Intelligence*

What makes a HRM effective has been a focal research question of organizational researchers for quite a long time. Underlying this intrigue is the supposition or perception with respect to the effect of more elite class managers on critical issues of strategic vision, strategic situating, tactical and strategic moves, among others went for enhancing general organizational execution. Although over the years we have been presented to different approaches (e.g. HRM style) for concentrate this research, despite everything it stays unanswered (Finkelstein, S., et al., 1996). Concentrate managerial abilities, however, is seems to be one promising stream of study that has potential for giving answers or if nothing else revealing some insight into this mystery. As Carmeli, A. (2003), noted HRM abilities skills the vehicle by which administration strategy, management practice, techniques and tools, identity credits and style work to create viable results in associations.

Researchers tend to view emotional intelligence as a factor which can possibly add to more uplifting attitudes, behaviors and results. In the meantime, as note, “confirm exists that emotional intelligence can be conceptualized as either capacity” (Ciarrochi, J. V., et al., 2000), or an identity characteristic the most far reaching exchange about this issue is given by a current investigation. As demonstrated, however, this issue has not yet settled. In this examination, I rather view emotional intelligence as a competency that is relied upon to expand inspirational states of mind toward work, and drive positive practices and better results (Schutte, N. S., & Malouff, J. M., 1999).

George, J. M., & Brief, A. P. (1996) have guessed that work execution by representatives' capacity to utilize intelligence to encourage execution, one of the four defining measurements of work intelligence. Workers could utilize both negative and positive feelings further bolstering their good fortune to enhance execution. Hence, the follow hypothesis was proposed:

*H<sub>7</sub> There is a relative significant effect among Stakeholder Interests and Situational Interests through Work Intelligence*

### *2.8 Investigate the Developing Harvard Model in Employees Attitude & Skills*

In spite of the fact that management of medication testing programs is turning into a basic organizational issue, no methodical reasonable system has been connected to the investigation of employee responses to sedate testing. As per same investigation an authoritative structure was utilized to clarify and anticipate the connections among 2 kinds of equity procedural equity and result decency, employee attitudes, work fulfillment, duty, and administration trust, and behavior turnover aims and execution (Konovsky, M. A., & Cropanzano, R., 1991).

As per MacDuffie (1995) presented a solid defense for survey work systems as requiring that people have the fundamental skills and abilities, that they be spurred to complete a great job, and that the framework gives chances to them to take an interest. When all is said in done, three methodologies have been utilized to characterize rehearses: applied, factor scientific, and group investigation. A subsequent research found that employee work attitudes were decidedly identified with client impression of value benefit (Schmit, M. J., & Allscheid, S. P., 1995). A few investigations have imitated these discoveries. At NCR, worker view of administration quality atmosphere were emphatically identified with target quality appraisals and at Ford Motor Credit Company it was discovered that attitudes in regards to workload stress, training development, work/organization fulfillment, and work gathering/collaboration were all fundamentally identified with consumer loyalty (Johnson, Ryan, and Schmit, 1994).

Cheerful employees are profitable workers, “Happy employees are not beneficial employees.” We hear these clashing proclamations made by HR experts and supervisors in associations. There is disarray and level headed discussion among professionals on the point of employee attitudes and occupation fulfillment-even when workers are progressively imperative for authoritative achievement and intensity. The main significant expert knowledge gap they tried to address is the reasons for employee attitudes and occupation fulfillment. Overall, HR professionals comprehend the significance of the work circumstance as a reason for employee attitudes, and it is a territory HR can help impact through organizational programs and practices. However, in the previous two decades, there have been huge research picks up in understanding dispositional and social effects on work fulfillment also, which isn't yet surely knew by specialists. What's more, a standout amongst the most essential territories of the work circumstance to impact work fulfillment-the work itself-is frequently ignored by experts while tending to work fulfillment (Saari, L. M., & Judge, T. A., 2004). However, the below hypothesis has been suggested:

*H<sub>8</sub> There is a relative significant effect among Stakeholder Interests and Situational Interests through Employees Attitude & Skills*

### 2.9 Conceptual model

In the present model the researcher will investigate to develop Harvard model in stakeholder interests and situational interests on employees of Sharjah municipality through three dimensions (Leadership behavior; personal Credibility, Solution creation, and Interpersonal communication), (Service Direction & Execution; Talent management, HR risk, and HR service), and (Work Intelligence; Strategic effect, HR business knowledge, and HR technology) on Employees Attitude & Skills. The impression of reasonableness and view of work choices, job related components, for example, work level, employee's attitude and skills, are placed to influence certain employee's reactions. All things considered, they are incorporated as control factors in the model. (Fig.1) shows the essential applied model that underlies the present study. The model is based on a pure job satisfaction to develop Harvard model, which aims to achieve stability and flexibility in Sharjah municipality appraisal.

However, the employer gives short-term, financial incitements in return for limited and very much specified commitments by the employee. The worker isn't relied upon to be worried about the organization's general execution. Also, the employer offers financial prizes to the representative with no sense of duty regarding give any long-term venture or participates in long-term association with the worker (Tsui, A. et al., 1997). In that capacity, the job is basically short-term and shut finished for the two gatherings and the relationship is viewed as 'adjusted'. Comparative reasonable equivalents of this employee association relationship incorporate the HRM model the cost control procedure, and additionally the control human asset framework (Lee, C. H., & Bruvold, N. T., 2003).

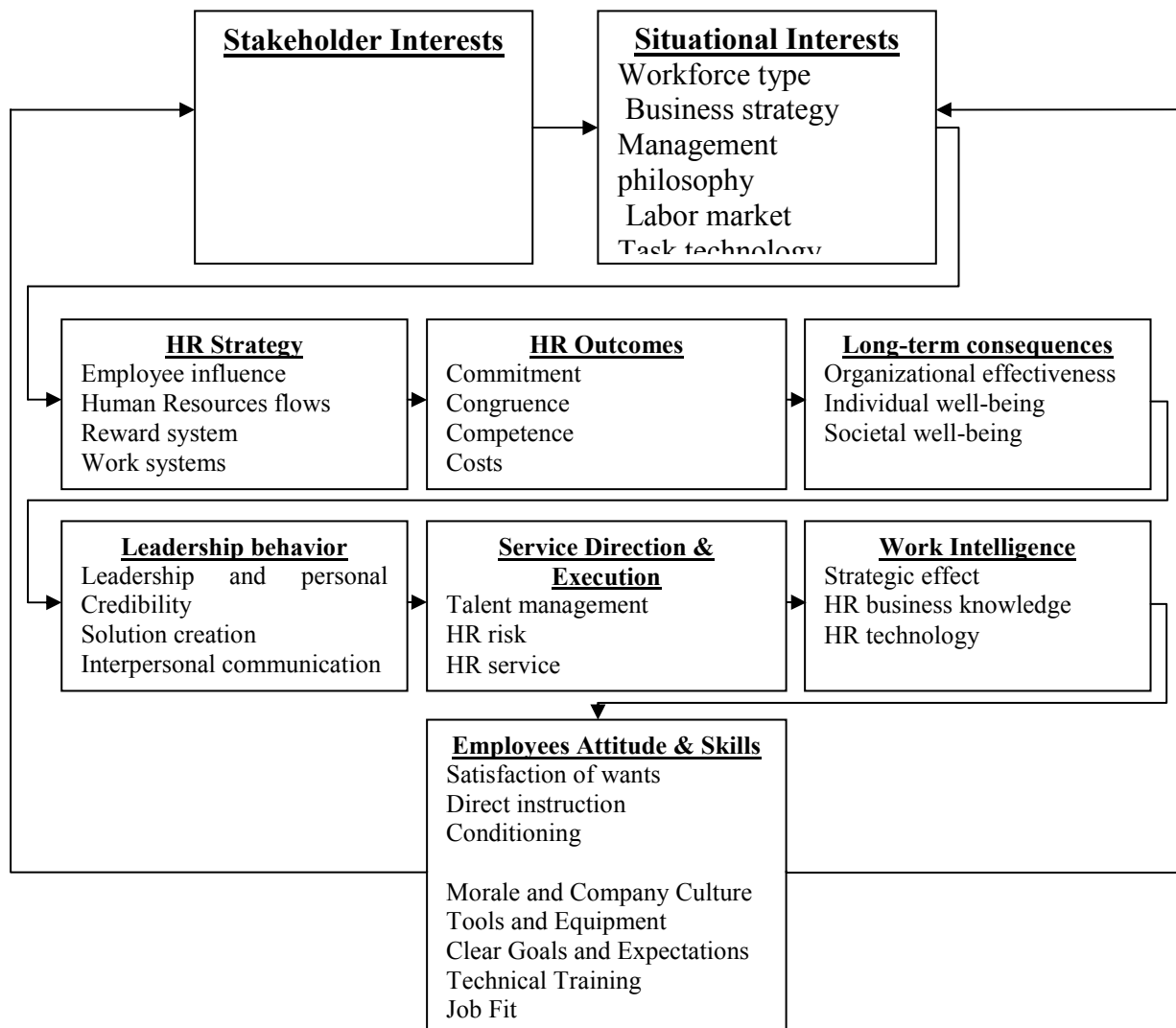


Figure 1. Developing Harvard Model

### 3. Methodology Respondents and Data Collection

The study population was stakeholder interests and employees of Sharjah municipality as a local government organization in UAE. A self administered questionnaire was made on <https://surveyplanet.com> platform, which

is based on simple random sample technique with numbers of employees in municipality of Sharjah, the mentioned questionnaire has been sent to 360 participants 349 were returned as per survey system sample size calculation was sufficient numbers. However, all tables were developed based on the SPSS analysis program.

### 3.1 Research Questions

The accompanying exploration questions were utilized to control the investigation:

1. Which particular skills are imperative for a person have to be an effective employee?
2. What are the essential causes of turnover of workers in an association?
3. Up to what degree does the proposed model effect to enhance employee's readiness and retention?

### 3.2 Control variables

Since the researcher intend to identify effects of Developing HRM Harvard Model on Employee's Attitude, and Skills that can be generalized across UAE, the effects of nation should be expelled preceding assessing the connection between HRM practices and authoritative execution. Therefore, the researcher included the following control variables (indicator variables) in the regression analyses. Three control variables; (Leadership behavior, Service Direction and Execution, and Work Intelligence), are used to represent the success factors from which the data were collected.

### 3.3 Data Analysis

To investigate the effect of developing HRM Harvard model on employee's attitude, and Skills, the researcher applied a series of separate hierarchical regression analysis on SPSS. Each model has analyzed in two purposes. The first related IV and the second related DV, and the model has been tested on smatpls3 to clarify a model establishment. Furthermore, to investigate the hypotheses on T-test, the variables were entered into the regression equations according to each direction on model.

Finally, the study procedure will investigate through IV main and sub-factors; 1. Stakeholder Interests, 2. Situational Interests; (workforce type, business strategy, management philosophy, labor market, task technology, and societal values), 3. HR Strategy; (employee influence, HR flows, reward system, and work systems) 4. HR Outcomes; (commitment, congruence, competence, and costs) 5. Long-term Consequences; (organizational effectiveness, individual well-being, and societal well being) 6. Leadership Behavior; (leadership and personal credibility, solution creation, and interpersonal communication) 7. Service Direction and Execution; ( talent management, HR risk, and HR service) 8. Work Intelligence; (strategic effect, HR business knowledge, and HR technology) were used to assess X variable, while, Y variable is Employees Attitude & Skills; (satisfaction of wants, direct instruction, conditioning, morale and organization culture, tools and equipment, clear goals and expectations, technical training, and job fit), were used to assess employees attitude & skills.

### 3.4 Validity and Reliability of the Study

Nonetheless, a high coefficient alpha does not generally mean a high level of inner consistency. This is on the grounds that alpha is likewise influenced by the length of the test. On the off chance that the test length is too short, the estimation of alpha is diminished (Tavakol, M., & Dennick, R., 2011). The validity for the questionnaire was evaluated from eight factors of the Harvard developed model in Sharjah municipality by Kaiser-Meyer-Olkin measure of sampling adequacy. While, the Reliability was calculated by using test Reliability analysis, in which the researcher applies the pilot study on a sample of 30 employees, after two weeks the survey was tested again, the reality of the test; Cronbach's alpha, while the overall indicators showed (0.887) with 42 items. Hence the following results of Cronbach's alpha are separately make on SPSS program for each dimension, while the KMO and Bartlett's test made over all.

Table 1. Validity and Reliability Analysis

Dimensions	Cronbach's Alpha	KMO and Bartlett's over all	
Leadership behavior	.984	Measure of Sampling Adequacy	.931
Service Direction & Execution	.897	Approx. Chi-Square	5586.8
Work Intelligence	.983	df	28
Stakeholder Interest	.946	Sig.	.000
HR Strategy	.964		
HR Outcomes	.973		
Long-Term Consequences	.956		
Situational Interests	.965		
Employees Attitude and Skills	.814		
Over all 42 items	.988		

#### 4. The Study Outcomes

The normal size of the associations and information richness estimated by the quantity of lasting inhabitants for which the association is dependable to give services to employees (Daft, R. L., & Lengel, R. H., 1983). Hence the respondent's of gender was resulted (Mean=1.78, and S.D.=.415), with 77.9% were Male, and the age responders was (Mean=3.07, and S.D.=1.073), with 31-35 category highest proportion 45.3%, and marital status was indicated to (Mean=1.58, and S.D.=.494), with 58.5% Unmarried, while the education level respondents was (Mean=2.87, and S.D.=.710), with 72.2% of bachelor degree, and monthly income noted the average value (Mean=2.42, and S.D.=1.231), with 28.9% Up to AED 20,000 as the highest rate, and furthermore, the responders average of country was (Mean=1.24, and S.D.=.428), with 75.9% as the biggest proportion through UAE in Sharjah municipality.

##### 4.1 Testing Model Hypothesis with Multiple Regression Analysis

Table 2. The Effect of Leadership Behavior on Employee's Attitude and Skills

IV	Test	$\beta$	T	Sig.	M.D.	Judgment
<b>Leadership behavior</b>	M. Regression	.940	51.269	.000		
<b>H<sub>1</sub>; LB→EA&amp;S</b>	One-Sample		87.779	.000	3.86418	Accepted

(R= .940; R<sup>2</sup>.883; AR<sup>2</sup>.883; F Ch 2628.558) significant level of P ≤ 0.05

The multiple regression outcome was performed in Table (2) which indicates that the effect of leadership behavior on employee's attitude and skills was shown the relationship with (R= 94.0%), and the coefficient of determination (R<sup>2</sup>) demonstrated that the explained difference percentage in the employee's attitude and skills because of the effect of leadership behavior which showing the high level of impact (88.3%) of the total differences in employee's attitude and skills and the residual percentage is equal to (11.7%) representing contribution percentage of the excluded variables that were not included in the study model, while, the (A.R<sup>2</sup>=88.3%) indicated to the achieved percentage of predictors on the model. In addition, (F=2628.558) as the value of computed with significance level of (.000), that is demonstrated a good curve of regression in clarifying the impact of leadership behavior on employee's attitude and skills. As per the above result which is indicated a positive impact on employee's attitude and skills with ( $\beta$ = .940) at the significance level (.000), hence, as per above results which was indicated the sufficient evidence to accepted H<sub>1</sub>.

Table 3. The Effect of Service Direction & Execution on Employee's Attitude and Skills

IV	Test	$\beta$	T	Sig.	M.D.	Judgment
<b>Service D.E</b>	M. Regression	.928	46.463	.000		
<b>H<sub>2</sub>; SDE→EA&amp;S</b>	One-Sample		94.820	.000	3.58535	Accepted

(R= .928; R<sup>2</sup>.862; AR<sup>2</sup>.861; F Ch 2158.765) significant level of P ≤ 0.05

The above Table (3) indicates that the impact of service direction & execution on employee's attitude and skills was shown the relation (R= 92.8%), and the coefficient of determination (R<sup>2</sup>=86.2%) demonstrated that the explained difference percentage in the employee's attitude and skills because of the effect of service direction & execution in the total differences in employee's attitude and skills and the residual percentage is equal to (13.8%) representing contribution percentage of the excluded variables that were not included in the study model, According to the above outcome which is indicated a positive impact on employee's attitude and skills with ( $\beta$ = .928) at the significance level (.000), therefore, the above outcome which was showed the sufficient evidence to accepted H<sub>2</sub>.

Table 4. The Effect of Work Intelligence on Employee's Attitude and Skills

IV	Test	$\beta$	T	Sig.	M.D.	Judgment
<b>Work Intelligence</b>	M. Regression	.949	56.005	.000		
<b>H<sub>3</sub>; WI→EA&amp;S</b>	One-Sample		71.994	.000	3.76576	Accepted

(R= .949; R<sup>2</sup>.900; AR<sup>2</sup>.900; F Ch 3136.584) significant level of P ≤ 0.05

To find out the goal of the study, the effects between the work intelligence and employee's attitude and skills multiple regressions were used. Hence, Table (4) presents the output model summary, to present the strength of the effects and relationship between variables the outcome of model was indicated (R= 94.9%) which shows a reasonable high correlation. While the value of (R<sup>2</sup>=90%) shows the work intelligence explain the variance in adoption. and the (F ch.%) is equal to (10.0%) representing contribution percentage of the excluded variables that were not included in a model, the above table indicate a impact on employee's attitude and skills with ( $\beta$ = .949) at the significance level (.000), therefore, the above outcome which was showed the sufficient evidence to accepted H<sub>3</sub>.



Table 5. The Effect of Stakeholder Interest on Employee's Attitude and Skills

IV	Test	$\beta$	T	Sig.	M.D.	Judgment
<b>Stakeholder Interest</b>	M. Regression	.965	68.641	.000		
<b>H<sub>4</sub>; SI→EA&amp;S</b>	One-Sample		80.683	.000	3.72588	Accepted

(R= .965; R<sup>2</sup>.931; AR<sup>2</sup>.931; F Ch 4711.653) significant level of P ≤ 0.05

As per present model the effect and relationship between stakeholder interest on employee's attitude and skills, the value of was (R= 96.5%) shows a strong relation, while the value of (R<sup>2</sup>= 93.1%), indicate the explained difference percentage in the employee's attitude and skills, the effect of stakeholder interest in the total differences in employee's attitude and skills, whilst, the residual percentage is equal to (6.9%) representing contribution percentage of the excluded variables that were not included in the study model. Furthermore, the hypothesis (4) result was illustrated the sufficient reasons depending on the above model to accept H<sub>4</sub>.

Table 6. The Effect of HR Strategy on Employee's Attitude and Skills

IV	Test	$\beta$	T	Sig.	M.D.	Judgment
<b>HR Strategy</b>	M. Regression	.962	65.821	.000		
<b>H<sub>5</sub>; HRS→EA&amp;S</b>	One-Sample		81.122	.000	3.77077	Accepted

(R= .962; R<sup>2</sup>.926; AR<sup>2</sup>.926; F Ch 4332.387) significant level of P ≤ 0.05

The above Table (6) demonstrates the impact of HR strategy through (employee influence, human resources flows, reward system, and work systems) factors on employee's attitude and skills was indicate value of (R= 96.2%), with a coefficient of determination (R<sup>2</sup>=92.6%) demonstrated that the explained difference percentage in the dependent variable because of the effect of DV factors in the total differences in employee's attitude and skills and the residual percentage is equal to (7.4%) representing contribution percentage of the excluded variables that were not shows in model, based on above model which is indicated the high effect on employee's attitude and skills with ( $\beta$ = .962) at the significance level (.000), therefore, that reasons was showed the sufficient evidence to accepted H<sub>5</sub>.

Table 7. The Effect of HR Outcomes on Employee's Attitude and Skills

IV	Test	$\beta$	T	Sig.	M.D.	Judgment
<b>HR Outcomes</b>	M. Regression	.969	73.460	.000		
<b>H<sub>6</sub>; HRO→EA&amp;S</b>	One-Sample		73.553	.000	3.67693	Accepted

(R= .969; R<sup>2</sup>.940; AR<sup>2</sup>.939; F Ch 5396.391) significant level of P ≤ 0.05

The present model has been made based on the HR outcomes factors; (commitment, congruence, competence, and costs) as IV on employee's attitude and skills DV in table (7) with relationship (R= 96.9%), and the coefficient of determination value was (R<sup>2</sup>=94.0%) illustrate the explained difference percentage in the employee's attitude and skills due to the effect of HR outcomes in the total differences in employee's attitude and skills and the residual percentage is equal to (6%) representing contribution percentage of the excluded variables that were not included in the study model, while, based on the above results which is indicated a positive effect on employee's attitude and skills with ( $\beta$ = .969) at the significance level (.000), moreover, the outcome was showed the sufficient evidence to accepted H<sub>6</sub>.

Table 8. The Effect of Long-Term Consequences on Employee's Attitude and Skills

IV	Test	$\beta$	T	Sig.	M.D.	Judgment
<b>long-t Consequences</b>	M. Regression	.968	71.343	.000		
<b>H<sub>7</sub>; LTC→EA&amp;S</b>	One-Sample		83.334	.000	3.72970	Accepted

(R= .968; R<sup>2</sup>.936; AR<sup>2</sup>.936; F Ch 5089.873) significant level of P ≤ 0.05

The table (8) indicated the effect of long-term consequences; factors (organizational effectiveness, individual well-being, and societal well-being) on DV. Hence, the value of relationship was (R= 96.8%) which is illustrated a high connection, whilst, the value for coefficient of determination was (R<sup>2</sup>= 93.6%), demonstrated an explained difference of variance on the employee's attitude and skills, with effect of long-term consequences in the total differences in DV. Furthermore, the residual percentage is equal to (6.4%) representing a percentage of the excluded variables that were not included on the model. Therefore, the hypothesis (7) result was indicated the sufficient reasons depending on the above model to accept H<sub>7</sub>.

Table 9. The Effect of Situational Interests on Employee's Attitude and Skills

IV	Test	$\beta$	T	Sig.	M.D.	Judgment
<b>Situational Interests</b>	M. Regression	.957	61.718	.000		
<b>H<sub>8</sub>; SI→EA&amp;S</b>	One-Sample		71.793	.000	3.61103	Accepted

(R= .957; R<sup>2</sup>.917; AR<sup>2</sup>.916; F Ch 3809.127) significant level of P ≤ 0.05

Table (9) presents the output of model, and the strength of the relationship between the IV situational interests through following factors; (workforce type, business strategy, management philosophy, labor market, task technology, and societal values) on DV which is measured by multiple regressions. In regard the results of relationship analysis was (R=95.7%) which is indicated a reasonable high correlation. The R Square value (R<sup>2</sup>=

91.7%) illustrated the IVs explain 91.6% of the variance in adoption. It means about 90.1% of the variation in employee's attitude and skills can be described by the variation on situational interests, the present outcome was showed ( $\beta = .957$ ) at the significance level (.000), therefore, the reasons was illustrated the sufficient evidence to accepted  $H_8$ .

#### 4.2 Testing Factor Analysis

Factor analysis was associated with channel the pointless factors among watched factors. In another articulation, factor examination has subject to it to recoil the quantity of factors when there were an overabundance of factors. Factor investigation masterminded factors with similar unmistakable together. Under factor examination, a little measure of components could be made from a vast measure of factors to clear up the watched difference in the greater measure of factors. The abatement factors could even be used in assist examination or investigation if essential (Tabachnick, B. G., & Fidell, L. S. (2001).

Table 10. Total Variance Explained in Factors of Independent Variables

Component	Initial Eigenvalues			Extraction S. of S. L			Rotation S. of Sq. L <sup>a</sup>
	Total	% of Va.	Cu %	Total	% of Va.	Cu %	Total
1	31.762	75.623	75.623	31.762	75.623	75.623	31.756
2	1.601	3.811	79.434	1.601	3.811	79.434	2.363
3	1.277	3.042	82.475	1.277	3.042	82.475	3.183
4	1.232	2.934	85.409	1.232	2.934	85.409	1.825
5	1.070	2.547	87.956	1.070	2.547	87.956	1.090
....							

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

The "total variance explained" table (10) illustrated that one fundamental factor was extractable with Eigenvalues (31.762) was bigger than 1, which was represented (75.623%) of variance for all factors beneath IVs. Hence, the extraction results of all IV factors were indicted to (5) satisfactory factors.

#### 4.3 Testing Matrix Correlation

In table (11) report demonstration of matrix correlations, Mean, S.D, and sample size of all factors. Indicating as such in connection tables as opposed to in a different elucidating table could spare valuable journal space, while, the below table, is indicated a correlation matrix for all variables were highly correlated, and also bigger than (>0.5). Hence, the correlation between the variable and itself is generally 1. Therefore, it illustrated a very high relationship between all factors changes in one factor were bigger associated into changes in another factor. Therefore, the highest correlation matrix value for Stakeholder Interest with the HR Strategy was .989, thus, it indicated a strong relationship between variable factors, in addition, all variables were highly correlated.

Table 11. Correlation Matrix for All Factors Together

Pe.Correlation (N349)	Mean	Std. D.	L	SDE	WI	SI	HRS	HRO	LTC	SI	EA
Leadership behavior	3.8642	.82239	1								
Service Direction&Execution	3.5853	.70639	.936	1							
Work Intelligence	3.7658	.97717	.952	.962	1						
Stakeholder Interest	3.7259	.86270	.960	.950	.980	1					
HR Strategy	3.7708	.86836	.966	.959	.987	.989	1				
HR Outcomes	3.6769	.93390	.958	.955	.973	.978	.978	1			
Long-Term Consequences	3.7297	.83611	.942	.940	.968	.980	.977	.968	1		
Situational Interests	3.6110	.93964	.940	.958	.975	.964	.972	.977	.973	1	
Employees Attitude and Skills	3.7679	.86285	.951	.936	.965	.984	.978	.974	.988	.963	1

\*\*Correlation is significant at the 0.01 level (2-tailed). \* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

### 5. Discussion and Conclusion

In the present study, the impact of developing HRM Harvard model on employee's attitude, and skills, and first model direction the impact between stakeholder interests and situational interests through employees attitude & skills, have previously been illustrated to have a substantial role in the relationship between HRM and association performance (Takeuchi, R., 2010). However, little is known about the underlying processes that account for the link between HRM Harvard model and employees attitude & skills and affective organizational commitment. Predictable with work by Edgar, F., & Geare, A. (2005), this examination additionally finds that a significant impact exists between HRM practice and employee job related attitudes and skills. There is a solid statistically significant connection when HRM is looked into from the worker point of view. Furthermore, there

was no critical relationship when HRMP was estimated utilizing the added substance approach or employer self-reports. These outcomes have suggestions for current approaches used to evaluate the developing Harvard HRM model into worker job related attitudes and skills effect. The present research illustrated the acceptance of H2 stakeholder interests and situational interests through HRM strategy, that by a long shot the best associate of employee attitudes and skills are workers' own appraisals of the quality of HRM practice. Therefore, higher levels of HR strategy, using an additive measure, are found to be significantly associated with attitudes and skills across all HR strategy factors examined. In point of fact, it is revealed that higher levels of HR strategy are in some cases related to decreased levels of job satisfaction and organizational fairness. For example, looking at the data for each functional HRM area, it is possible that higher levels of equal employment opportunity and work situation may actually have a negative, effect on employee attitudes, with a strong inverse relationship being found for job satisfaction. Hence, the study found that the factors of HR strategy; employee influence, human resources flows, reward system, and work systems highly effects on developing a new model.

Similarly, strong effects are found when the relationship between stakeholder interests and situational interests through HRM outcomes are examined. The present study found the high connection to attitudes and skills when data are collected from employers, while, those outcome propose that if managers want to maximize attitudes of employee, then implementing lots of practices is not sufficient. It might be that professionals may need to embrace general attitudinal surveys to evaluate representative responses to current HRM outcome and survey these on a longitudinal premise to recognize what is working and what is not. However, the HRM outcome factors were showing the sufficient result to indicate the importance of them to develop the study model.

It was behind the parameters of this investigation to look at the mind boggling connection between stakeholder interests and situational interests through long-term consequences on employee attitudes and skills, however, explored the connection between HRM practice (for the areas of good and safe working conditions, training and development, equal employment opportunity and recruitment, selection, organizational effectiveness, individual well-being, and societal well-being) and factors of employee attitudes, and skills; (satisfaction of wants, direct instruction, conditioning, morale and organization culture, tools and equipment, clear goals and expectations, technical training, and job fit). While, based on regressions outcomes the study indicated a high positive effects from nature of connection among assessments of HRM Harvard model factors and employee attitudes and skills, these findings strongly proposed that consolidating the representatives' understanding of HRM into study investigating the HRM long-term consequences on employee attitudes and skills connection will contribute further to our understanding about what aspects of HRM have the potential to yield the greatest performance outcomes. Hence, for more evidence a researcher has work on transformational leadership in building long-term service relationships, and found a high connection on their study (Liao, H., & Chuang, A., 2007).

The study analyses show that a relative significant effect among stakeholder interests and situational interests through leadership behavior, and based on H5 result was indicated to reasonable evidence to accept the hypothesis. However, the investigation found the leadership behavior factors are very importance to inhance employess attidue and skills through; leadership and personal credibility, solution creation, and interpersonal communication, while the analysis were demonstrated a high effect on DV in developing Harvard model of HRM practices, the study suggest it should a combined new factors in developing new model in organization, By controlling for employees attitude and skills in present analyses, the study were able to empirically validate those HRM new factors which is added to Harvard model that are expected to higher performance regardless of the Sharjah municipality appraisal.

This study improves the new dimensions to the connection among knowledge management, HRM and developing Harvard model. Therefore, the study offer H6 which is the effect among stakeholder interests and situational interests through service direction & execution, and based on research findings are important because it was conducted in employees attitude and skills with the following factors; (talent management, HR risk, and HR service), and the result were shows a strong effect between service direction & execution, and employees attitude and skills. Hence, the present study provides useful knowledge to HRM practitioners in general, as it measures the orientation of talent management, HR risk, and HR service. This could drive to the development of a practical tool that could be used by HRM managers in Sharjah municipality and adapted to suit organizations in different settings as well.

Based on research question what are the essential causes of turnover of workers in an association? explore to decide the real foundations for workers to lose their employments. The study indicated that employee attendance was the number one reason for employment termination. Rule violations including policy violations and safety violations were the second leading cause of involuntary turnover. Then the managers stated behavioral problems such as workplace violence were reasons for termination, two managers stated that integrity issues were primary causes for people to lose their jobs, and managers stated that job performance and salary issues which included work quality and an inability to learn the job were issues that led to turnover. All of the stated reasons could reflect a lack of skills. Therefore, Sharjah municipality has spent 600 million dirham's UAE

to solve those issues by increasing salaries of Sharjah municipality government employees (Sharjah24, 2017). Finally, Edgar & Geare (2005) suggests efficient HRM is about implementing preferable practice. While, this indicated true, it is obvious from present research that simply introducing best practice, or even assessing the effectiveness of practice from the employers' viewpoint, is no guarantee that they have been successfully implemented. If the organization's objective is to improve employees' workplace attitudes, and skills then possibly a better way to confirm which HRM practices are having the strongest effect, and hence are effective, is to correlate employees' assessment of them with employees' attitudes, and skills, for more evidence and based on Kitana, A., & Karam, A. A. (2017), they found that the work environment and job satisfaction are the most important factors to employees' attitudes, and skills.

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