

# Factors Influencing Employees' Intention to Leave Current Employment in the Ministry of Information in Kuwait

Mohammad Alzayed\*    Mohsen Ali Murshid  
Graduate School of Business, Universiti Sains Malaysia (USM), 11800 Penang, Malaysia

## Abstract

The main purpose of this study is to examine the factors that influence the employee's intention to leave the current employment in the Ministry of Information in Kuwait. A descriptive survey design was conducted and data were collected using a self-administrative questionnaire. Based on convenience sampling, a sample of 200 was drawn from the employees who work in different departments of the Kuwait ministry of information to make the sample representative. The results of this study demonstrated that employees' perception of commitment and job satisfaction are the two main factors that negatively affect the employees' intentions to leave. The results also showed a negative relationship between job engagement and the intention to leave the job. The employees' perception of support and complexity were shown to be positively affecting the intention to leave. This research concludes that understanding the factors that influence the employee's intention to leave current employment is crucial for improve the human resources practices in the public organizations particularly the ministry of information in the Kuwait.

**Keywords:** Intention to Leave, Support, commitment and complexity, Job Engagement, Job Satisfaction.

## 1. Introduction

Nowadays, talent employees are seen as the most important and valuable asset that gives the organization a competitive advantage over its rivals in the market. An organization is considered as the respectable one when it adopts the appropriate practices to retain the employees (Pepe, 2010). Employee retention is seen as a successful investment within different organizations due to the high expense of recruiting different employees. The employees have a strategic significance that motivates the organizations to do their best in order to retain the experts and talented workforce by studying the several factors that influence their job satisfaction and trying to provide them with a suitable working environment in order to eliminate the factors that raise the employee's intentions to leave the organization (Longo and Mura 2007; Hughes and Rog 2008). Holtom et al. (2008: 232) note, "...it is not surprising that turnover continues to be a vibrant field despite more than 1500 academic studies addressing the topic".

Employee turnover has been a significant issue in several business areas. The high turnover rate among employees has negative influences on the organization starting by reducing the organization's efficiency and productivity as well as affecting the overall performance due to the consequences of passing the organization's resources away (Brown and Mitchell 1993; Simmons, 2008). Thus, the study of behavioral intentions of the employee to leave is still an important area in business since skilled employee's retention and employee turnover is very important challenges the human resources management face in different organizations.

The reasons behind the turnover decision have been investigated in the literature. However, the literature showed that there are three key factors that influence intentions to leave the organization, namely, employees' perception of organizational support, employees' perception of organizational commitment and employees' perception of organizational complexity (Silva, 2007; Hughes and Rog 2008; Pepe, 2010; Parbudyal et al., 2010). This is in addition to other factors such as job engagement (Saks, 2006) and job satisfaction (Slocum and Hellriegel, 2007) that are seen to affect the employees' intentions to leave the organization. However, these factors have not been fully examined within the concept of intention to leave, particularly in Kuwait. Therefore, there is a need for adequate knowledge and understanding of the factors that influence to intention to leave the organization in order to develop and effectively implement strategies and policies, which in turn will increase the employees' retention.

In the context of Kuwait, as observed, a lot of employees who work within the public sector, particularly in the Kuwait ministry of information have the intention to leave their jobs and shift to another organization which is less bureaucratic and routine than their present jobs. The employees also search for job opportunities in organizations that pay bigger attention for the employee creativity and help there to improve his competencies. The public sector in Kuwait is perceived to be a place where the employees have not rewarded appropriately as well as having a non-supportive working environment. When the talent employees leave the organizations, the organizations will lose their experience and may face a problem with the additional costs spent to recruit, train and develop new candidates. The immigration of the skilled employees' knowledge badly influences the learning curve of the left organization along with the low productivity of the newly recruited employees which result in deterioration of the overall organizational performance. Therefore, this research is an attempt to specify the most important factors that influence the employee's intentions to leave their jobs within

the Kuwait ministry of information. The five major factors of intentions to leave: support, commitment, complexity, job engagement and job satisfaction are comprehensively explored in this study.

## 2. Overview in the Kuwait

The state of Kuwait is an independent Arab country positioned to the northwest of the Arabian Gulf and shares borders with Iraq in the north and Kingdom of Saudi Arabia in the south. Kuwait has an independent judiciary system and very strict audit agency that manages the public funds and guarantees their best investments (Wikipedia, 2012). The State of Kuwait has a solid and growing economic condition with a growth rate of 2.8% in 2009, 3.2% in 2010 and 4.8% in 2011 and it's estimated to be 6.3% in 2012. The unemployment rate has dampened from 6.7% in 2008 to 5.7% in 2009 to 3.61% in 2010 and it's estimated to be not more than 2.1% in 2012 and 2013 where the accepted unemployment rate globally is 4% of the labor force.

In recent years, the booming economy of Kuwait attracted different foreign workforces to choose Kuwait as a work destination. Despite the fact the country's oil wealth allows it to attain high earnings in the short term, officials and economists notify that the price pressures will mount if settlements do not adequately (Business Intelligence Middle East 2012). As the Kuwaiti economy is considered as one of the fast growing economies in Gulf Cooperation Council (GCC), the different organizations in different sectors try to create and retain the skilled employees as they are seen as the most valuable assets in the organization and an important factor that drives the Kuwait economy toward success. In order to attract, hire and retain the desired qualified employees, Kuwaiti organization should spotlight on the different factors that may affect the employee's job satisfaction as well as recognize factors that may increase the intentions to leave the job among the employees.

Kuwait ministry of information was established in 1962. The ministry of information is one of the most important ministries in Kuwait with about 1300 employees spreading over its different departments. The Kuwait ministry of information aims to hire qualified employees with high competencies from both genders males and females. The Ministry of Information regulates all media and communication industry in Kuwait. Currently, Media is the most dominant tool of communication as it helps to promote the right things in right time. The ministry of information believes that Media has a positive role to play in the society. The ministry of information has nine main departments that are administrative and financial affairs department, Press and Publications department, External media department, the commercial advertisement department, Engineering Affairs department, television department and radio department.

## 3. Literature Review

### 3.1 Employees' Intention to Leave

In earlier studies, the turnover intention is defined as a behavioral intention that emerges from different factors such as policies applied within an organization, labor market characteristics and employee perceptions (Gaertner and Nollen, 1992). Price (2001) defined turnover as the movement of employees outside the organizational boundaries. In recent studies, a turnover intention is the employees' feelings about leaving the organization (Gnanakkan, 2010). In other words, the intention to turnover is the member's intentions to leave the firm among its employees (Kim et al., 2010). Pepe (2010) asserted that the turnover intention is the probability that measures an employee leave an organization. It is a general attitude of different employees that result from their ideas of turnover seeking for other jobs (Joseph et al., 2007). It is considered as a key determinant the individual's intention to leave the current employer (Cho et al., 2009). The intention to leave may have been caused by the individuals' negative opinions and attitudes toward their job and workplace (Shwu-Ru and Ching-Yu, 2010).

Griffeth et al. (2000), Barak et al. (2001) and Kim et al. (2010) posit that that intention to turnover has been recognized as a precursor or predictor to the real turnover. Thus, the intention to turnover has a great consequence of the actual quitting process within organizations (Bachmann and DeConinck, 2005). In several types of research, the former idea leads to use the turnover intent (Karatepe and Kilic, 2007), or intention to leave the job and used a dependent variable (Coward et al., 1995). Cho et al. (2009) reported that earlier studies have shown that the intent to leave is a very important predictor of actual quitting. Thus, the behavioral intention is the most direct factor that leads to the actual employee turnover (Muliawan et al., 2009; Barak et al., 2001).

### 3.2 Employees' Perception of Support

#### 3.2.1 Social Support

Social support is referred to the amount of concern, respect, and treatment that is exchanged by one employee and his colleagues in their social network. The concept of the social support is a vital tool for solving job-related problems (Price, 2001). Employees' perceptions of the relationship with their co-workers showed are positively correlated to the intentions to turnover (Harris et al., 2002). Other researchers showed that the participation of employees in the decision-making process influences positively the employee's job satisfaction level (Pepe, 2010). Saks (2006) clarified that the employee's perception of organizational support will result in keeping the employees' perceptions of psychological safety with high levels. This means that the employee is capable of

employing and exploiting himself without being afraid of negative consequences.

### *3.2.2 Supervisory Support*

The employee perception of his supervisor support is defined as the employees' faith that their supervisors offer them the essential support and help them in order to carry out their different tasks in their job and meet the desired requirements. In practice, when employees lack the needed support from their supervisors they will experience a high level of frustration and job dissatisfaction, which in turn leads to enhance their intentions to turnover (Saks, 2006). Supervisor support is related to the range that the supervisor pays attention to the employees' contribution to work as well as his happiness and comfort (Price, 2001). In addition, the low levels of appropriate relationships among employees and their supervisors', which in turn leads to higher turnover intentions amongst employees (Kim et al., 2010). The perceived supervisor support is seen as the employee's wide-reaching perception about the scope to which supervisors appraise employee's contributions and efforts along with focusing on their well-being (Eisenberger et al., 2002). Holman (2002) showed that supervisor support contains presenting the supervisor's concern and emotional support to his subordinates. Kalliath and Beck (2001) asserted that the supervisor support improves the symptoms of job tension and develops the employees' job satisfaction which results in reduced levels of intentions to quit the organization.

### *3.2.3 Training*

Training is considered as a crucial part of the human resources strategy for different organizations which seek success. Training practices are designed by different firms to support individual learning that increases employee competency by amplifying employees' skills and inspiring their career development in a way that blocks their minds from the intentions to leave (Samnakan, 2010). Employee training provides employees with opportunities that enable them to extend their knowledge, experience, and skills for more efficient teamwork and enable them to have the desired individual growth and development (Jun, Cai and Shin, 2006). On the other hand, organization training is the very supportive factor that raises employee adjustments as employees with higher education levels and enough talents will be more effective, successful, and finally satisfied with his job with no intention to leave (Bigliardi, 2005). Understandably, the training has been considered a positive impact on employee's decisions to proceed on or leave their jobs as well as growing the organizational profits (Mattox and Jinkerson, 2005). The turnover could have negative effects on the organization as the turnover can be costly due to the high expenses that the organization spends on recruitment processes, training courses and socialization investments (Taner and Sezen, 2008).

### *3.2.4 Empowerment*

Employee empowerment can be defined as the process of delegating power and other specific responsibilities of top management to the other employees within the organization. Mathieu et al. (2006) reported that there are two key notions of employees' empowerment: structural empowerment and psychological empowerment. Structural empowerment has been associated with the employee's job satisfaction levels and turnover rate. Psychological empowerment makes employees more committed to their jobs and organizations and it decreases their intentions to leave their current job positions (Seibert et al. 2004; Mathieu et al. 2006; Bartram and Casimir, 2007).

H1: Employees' perception of support (social support, supervisory support, training, and empowerment) negatively affects on employee's intention to leave the Kuwait ministry of information.

## **3.3 Employees' Perception of Commitment**

### *3.3.1 Rewards and Recognition.*

The insufficient reward system is powerfully related to employee job dissatisfaction (Bigliardi, Petroni and Dormio, 2005). Petroni (2000) suggested that the absence of appropriate rewarding system may increase the probability of turnover among employees. On another hand, strategic reward refers to things that the organization desires to achieve in the long term to set and implement rewards policies and practices that will help in achieving its business objectives and goals (Armstrong et al, 2007). Similarly, Milne (2007) reported that rewards and recognition are two useful tools that are applied in different organizations to appreciate the hardworking employees for their job achievements and for their effective contribution to the overall organization's performance. The extrinsic rewards are those that the employees receive from their organizations as a kind of gratitude and appreciation of their excellent performance. Extrinsic rewards can be offered in different forms such as promotion opportunities or outstanding performance appraisal.

### *3.3.2 Job Security*

Job security is defined as a crucial need that may be seen by employees more important than having better salaries as well as achieving personal growth. Ling-hsing Chang (2010) explained that job security is the estimation of the long-term job steadiness and stability. Job security is considered as the organizing a career in a way that guarantees the security of the employees (Bigliardi, 2005). Min (2007) pointed out that the steadiness of the work is a significant factor that influences job satisfaction and takes the turnover intentions away from employees' minds. McKnight et al. (2009) argued that relationship between job security and employee's turnover intentions is mediated by job satisfaction. Luna-Arocas and Camps (2008) found that that job stability

positively influences the organizational commitment which reduces the employee's turnover intentions. Cross and Travaglione (2004) stated that employees who feel secure at their jobs would have less absenteeism and turnover rates.

### 3.3.3 Organizational Justice

Organizational justice can be categorized into two main elements: distributive justice and procedural justice (Fassina et al., 2008). Distributive justice is referred to the employees' level within their organizations when they start to compare themselves with other co-workers to decide if they get fair treatment and receive what they actually deserve. Employable workers tend to pay and practice their skills and capabilities to the organization (input) and they expect to be compensated at the end (output) (De Cuyper, 2011). In addition, distributive justice regarding pay, benefits, and rewards found to be meaningfully related to employee job satisfaction as well as their turnover intentions (Hare and Spell, 2008). On the other hand, organizational justice is found to have a weighty connection to intention to turnover (Mayfield and Mayfield, 2008). Employees, who perceive justice in their organizations, would be less likely to look for other job opportunities to balance things out by paying more attention to their personal benefits at the company's expense (Trevino and Weaver, 2001). Thus, this study proposes that Employees' perception of commitment influences intention to leave.

H2: Employees' perception of commitment (rewards and recognition, job security and organizational justice) negatively affects employee's intention to leave.

## 3.4 Employees' Perception of Complexity

### 3.4.1 Job Stress

Job stress is defined as the extent to which job responsibilities and duties are tough to be accomplished. This stress is perceived by employees and can similarly result from the hard efforts paid to achieve high-performance standards that may exceed the employees' capabilities (Chen and Silverthorne 2005). Indeed, the employees are limited with imperfect resources of time and effort faced with the work requirements as well as family life responsibilities (Hughes, 2007). Furthermore, job stress can be created through an improper work atmosphere that is commonly produced by the supervisors and the leadership style within an organization. On the other hand, job stress is the formation of both role ambiguity and role conflict within an organization (Iverson, 1999). The role conflict arises due to the incompatibility between the expected set of behaviors perceived by the employee and those supposed by role senders inside the organization (Muliawan et al., 2009). Job stress is a key determinant of numerous undesired employee behavioral outcomes such as organizational commitment, job satisfaction and the intention to turnover (Williams et al., 2001; Barsky et al., 2004; Chiu et al., 2005).

### 3.4.2 Role Ambiguity

The role ambiguity is the uncertainty condition that is experienced about the employees' roles, particularly tasks and duties that the employer expects them to perform (Guimaraes, 1997). On the other hand, role ambiguity is related to task-related information and is commonly found under terms similar to feedback or instrumental information (Iverson, 1999). Nelson et al. (2007) confirmed that the quality of communication exchanged within the organization between the management and the employees is a crucial factor that influences the employees' perceptions of role ambiguity. Muliawan et al. (2009) discovered that the role ambiguity is harmfully affected job satisfaction among employees. Furthermore, the authors proposed that role ambiguity enhances the number of dissatisfied employees with their organizational roles.

### 3.4.2 Locus of Control

Locus of control refers to a cognitive factor that represents the person's belief in their ability to control the different positive and negative reinforcements occur in their life (Spector, 1997). The locus of control consists of different important factors such as job performance, leadership behavior, perceptions of the job, and work motivation and job satisfaction (Chiu et al., 2005). In fact, employees who feel that they lack the control over their works may think that the other unsuitable elements such as people with great power in the organization, chance or other particular conditions are responsible for guiding their work related circumstances (Firth et al. 2004). In contrast, the employees with an external locus of control consider that different things happened to them in their jobs are only an outcome of luck and that they are not able to control anything in their works. The study proposed that employees with an internal locus of control have higher satisfaction levels with their jobs and enjoy lower levels of intentions to leave the organization than employees with an external locus of control.

H3: Employees' perception of complexity (job stress, the locus of control and role ambiguity) positively affects employee's intention to leave the Kuwait ministry of information.

## 3.5 Job Engagement

Job engagement can be defined as the high participations of the employees in their job roles, as the employees feel motivated to employ themselves cognitively, physically and emotionally through accomplishing their job requirements. Employees' job disengagement defines the employee's separation from their work roles and defending themselves cognitively and tangible from their job tasks (Saks 2006). Work engagement refers to a

“positive, fulfilling work-related state of mind that is labeled by strength, commitment, and absorption (Chughtai, and Buckley 2011). Rothbard (2001) explained that the employees’ job engagement refers to the employees’ physical occurrence and it includes two key elements: the employees’ attention and employees’ absorption. The employees’ attention describes the cognitive capabilities and the period of time that the employees allocate for their job roles. The employees’ absorption states the employee's engagement ability and the serious focus they pay to their job roles.

H4: Job engagement negatively affects employee's intention to leave the Kuwait Ministry of Information.

### **3.6 Job Satisfaction**

Job satisfaction is a subject that is widely important to people who work in organizations as well as people who prepare studies about the topic for different reasons. Job satisfaction is the most commonly studied topic in organizational behavior researchers. Job satisfaction “reflects the degrees to which people find self-actualization in their work” (Hellriegel, 2007). Robbins and Judge (2009) found that appraising the features of different jobs may lead to positive feelings that are called job satisfaction. Pepe at (2010) defined job satisfaction as the extent of the positive emotional path in the direction of a job. Job satisfaction is the feelings an individual has toward his job and various factors of his job (Luna-Arocas and Camps 2008). Muliawan et al. (2009) stated that job satisfaction refers to the extent to which the organization provides, reinforces or matches the needs of its employee. According to Biswas and Varma (2007), the employees’ perceptions of job satisfaction directly affects their cognitive and emotional responses toward their job requirements and necessities. Job satisfaction is an important sign of organizational commitment (Pepe 2010). Slocum and Hellriegel (2007) examined that job dissatisfaction is powerfully connected to absenteeism, turnover and health problems. Pepe (2010) indicated that job satisfaction is negatively linked to the developing intention among employees to turnover. McKnight et al. (2009) similarly demonstrated that job satisfaction negatively influences the turnover intentions. Thus, the following hypothesis is developed:

H5: Job satisfaction negatively affects employee's intention to leave the Kuwait Ministry of Information.

### **4. Conceptual Model**

To understand the relationship between the employee– organization and several factors influences intention to leave, the proposal model was developed (Figure 1). The conceptual framework shows the relationships between the employees’ perception of support, the employees’ perception of commitment, the employees’ perception of complexity, employees’ perception of job engagement, employees’ perception of job satisfaction and the employee's intention to leave the current employment of ministry of information. The factors influence of independent variables is reflected in the employees’ intention to leave their current job which is treated as a dependent variable. The model poses the basic of this research which was examined in the context of Kuwait.



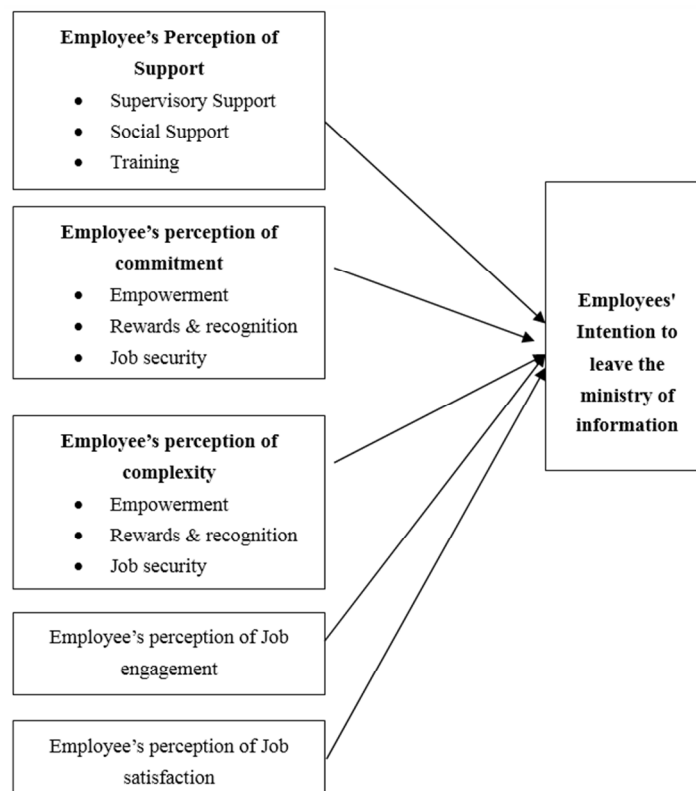


Figure 1. Conceptual Framework

## 5. Methodology

### 5.1 Measurement of the Constructs

The questionnaire used in this research was adapted from different empirical researchers. The 16 with five-point Likert- scale items were measured the employees' perceptions of support through measuring four dimension: 4 items of social support (Price, 2001), 4 items of supervisory support (Saks, 2006), 4 items of training (Jun, Cai and Shin, 2006) and 4 items of empowerment (Yavas, 2003). The employees' perceptions of commitment were measured with 11 items through three dimensions: 4 items of perceived rewards and recognition (Yavas, 2003; Masri, 2009), 3 items of job security (McKnight et al., 2009), and 4 items of organizational justice (Saks, 2006; Price, 2001). The employees' perceptions of complexity were measured through three variables: 4 items of job stress (Firht, 2004), 4 items of the locus of control (Firht, 2004) and 4 items of role ambiguity (Luna-Arocas and Camps, 2008). The job engagement was evaluated based four items (Saks, 2006). The employees' job satisfaction was measured with four items (Luna-Arocas and Camps, 2008). Finally, the employees' intentions to leave were measured by 4 items and used the same five-point Likert scale (Brown, 2003; Yavas, 2003). All variables are measured using 5-point Scale ranging from 1 "strongly disagreed" to 5 "strongly agree".

### 5.2 Sample and Data Collection Procedures

The target population of this study was the employees from different departments in the Kuwait ministry of information which estimated with more than 1300 employees. Based on convenience sampling, the questionnaire was distributed to the different departments during the work time and 229 surveys were completed, however, only 200 were used in the data analysis process. Questionnaires were written in English language and distributed in hard copies format directly to the employees so as to assure a sufficient responding level and appropriate understanding of the questions as the researcher was ready to clarify any unclear questions for the employees.

## 6. Results

### 6.1 Profile of Respondents

The demographic information such as gender, age, nationality, education level, job position, monthly income and duration of work with the current organization were examined. Table 1 shows the results of frequency and percentage of responses. The majority of the respondents were male (76.3% male employees against 23.7% of females). This indicates that the working sector in Kuwait is mainly dominated by men. 48.0% of the respondents are aged between 30- 39 years old, while 32.3% of respondents are aged between 18-29 years old and 18.2% are 40 years and above. The age of 30-39 is the mid age group and these are people usually with more family responsibilities compared to the younger generation. Therefore, the response from the mid-age group can

provide a clearer understanding into why mid age people leave their jobs and the problems they face in the workplace. Regarding the working population, the majority of the working population is Kuwaiti and this can be seen from the response. Regarding the education level, the higher responses are received from employees (83.3%) who are undergraduates (24.2%) with an average salary of KD 701-1,001. These results provide more understanding of the respondent based on the academic and work. People with higher academic qualifications are expected to work in better positions and earn better monthly incomes. The result supports this assumption and indicates a higher response from employees who are graduates. 32.8% of the respondents have been with the organization for over 10 years. This is followed closely by 31.3% working with the organization between 5-10 years.

Table I: Demographic profiles of respondents

Variable	Description	Frequency	Percentage
Gender	Male	151	76.3%
	Female	47	23.7%
Age	18-29 years	64	32.3%
	30-39 years	95	48.0%
	> 40 years	36	18.2%
Nationality	Kuwaiti	112	56.6%
	Non-Kuwaiti	78	39.4%
Educational level	High School	23	11.6%
	Under Graduate	48	24.2%
	Graduate	109	55.1%
	Postgraduate	16	8.1%
Job Position	Employee	165	83.3%
	Manager	19	9.6%
Income Level	<KD 400	28	14.1%
	KD 400-700	42	21.2%
	KD 701-1,000	53	26.8%
	KD 1,001-1,300	48	24.2%
	KD 1,300	20	10.1%
Duration of Work in the Organization	<1 year	20	10.1%
	1-4 years	45	22.7%
	5-10 years	62	31.3%
	>10 years	65	32.8%

## 6.2 Reliability Analysis and Factor Analyses

The reliability analysis based on Cronbach's Alpha value is carried out for the entire data set. Table 2 showed that the Alpha value for the different variables indicates good reliability as the results are higher than the accepted value of 0.70 (Christmann and Van Aelst, 2005).

Table 2. Cronbach's Alpha Reliability Analysis

Variables	Alpha
Employee Perception of Support	78.2%
Employee Perception of Commitment	89.2%
Employee Perception of Complexity	79.1%
Job Engagement	79.9%
Job Satisfaction	89.2%
Intention to Leave	86.5%

The factor analysis is carried out to understand the correlation between the variables and the factors (factor loading). Values that are less than 0.30 were excluded from the variable. The KMO measures the sampling adequacy and the expected values should be above 50.0%. The results showed that three items of for employee perception of support have to be removed from the variable as they fall below the required value of 0.30 (Table 3). However, the KMO (82.4%) and the Alpha (78.2%) provided strong values for the variable.

Table 3. Factor analysis for Employee Perception of Support

Employee Perception of Support	Factor Loading	Explained Variance	KMO	Alpha
I am very friendly with one or more of my co-workers	0.455	32.560	82.4%	78.2%
I regularly do things outside of work with one or more of co-workers	0.400			
I rarely discuss important personal problems with my co-workers	0.197			
I know almost nothing about my co-workers as persons	0.261			
My supervisor cares about my opinions	0.673			
My direct supervisor rarely cares about my wellbeing	0.367			
My direct supervisor strongly considers my goals and values	0.641			
My direct supervisor shows very little concern for me	0.440			
I have received sufficient training at this firm to do my job effectively	0.678			
I am trained in quality improvement skills	0.743			
Much of the training at our organization emphasize on improving productivity and creativity	0.740			
I am trained in group discussion and communication technique	0.671			
I am encouraged to handle my job problems by myself	0.658			
I do not have to get my manager's approval before handling my job tasks	0.443			
I am allowed to do almost anything to solve my job-related problems	0.691			
I have control over how to solve my job problems	0.652			

As shown in Table 4, all 11 items of employee perception of commitment showed to have good values and therefore none of them were excluded. This is also supported by the explained variance of 49.3%. The KMO (86.9%) and the Alpha (89.2%) provide strong values for this variable.

Table 4. Factor analysis for employee perception of commitment

Employee Perception of Commitment	Factor Loading	Explained Variance	KMO	Alpha
I will be rewarded if I improve my performance level	0.734	49.287	86.9%	89.2%
I have high chances of promotion and advancement in this firm	0.749			
I will be rewarded for dealing effectively with the work problems	0.751			
I will be recognized and praised if I over perform my job tasks	0.731			
This job offers me continued long term security	0.654			
I feel that with the opportunities given to this job, I have a sound future	0.756			
Most people doing this job within this organization have a long-term security	0.672			
The outcomes I receive reflect the effort I have put into my work	0.715			
The outcomes I get reflect my actual contribution to the organization	0.751			
Rules and regulations are applied equally to all employees	0.635			
An employee must obey the rules and regulations even if he is a close friend to his supervisors	0.542			

Five of the items of employee perception of complexity have to be excluded as they do not qualify or fall below the expected value of 0.30. The explained variance, therefore, is 31.7%. The KMO (80.3%) and the Alpha (79.1%) provide strong values for employee perception of complexity (Table 5).



Table 5. Factor analysis for employee perception of complexity

Employee Perception of Complexity	Factor Loading	Explained Variance	KMO	Alpha
I feel tense and tired at my job	0.160	31.769	80.3%	79.1%
My job schedule interferes with my family life	0.546			
My job makes me too tired to enjoy my family life	0.531			
My job doesn't give me enough time for family activities	-0.543			
I know what procedures to use to get my job done	-0.472			
I know exactly what is expected of me in my job	-0.595			
I don't know what my responsibilities are in performing my job	0.515			
I have to work under vague directives	0.634			
I have no way to solve some of the problems at my job	0.683			
I have a little control over things that could happen to me at work	0.692			
It's very difficult to change many things at my job	0.698			
I am able to do anything at my job	-0.485			

All of the items of job engagement showed to have good factor loading results, which is also supported by the explained variance of 62.55%. The KMO of 73.8% and the Alpha value of 79.9% provide strong values for the job engagement (Table 6).

Table 6. Factor analysis for job engagement

Job Engagement	Factor Loading	Explained Variance	KMO	Alpha
I am highly engaged in this organization	0.828	62.557	73.8%	79.9%
I lose track of time when I fulfill my job requirement	0.750			
This job is all consuming, I am totally into it	0.879			
I am not able to think for other things while doing my job	0.694			

All of the four items of job satisfaction provided values above 0.8 and indicating strong factor loading and therefore the explained variance is 75.59%. The strength and reliability of the variable can also be understood from the KMO of 78.2% and Alpha of 89.2% (Table 7).

Table 7. Factor analysis for job satisfaction

Job Satisfaction	Factor Loading	Explained Variance	KMO	Alpha
All in all, I am satisfied with my job	0.867	75.592	78.2%	89.2%
In general, I like working in this organization	0.892			
I find real enjoyment in my job and I am fairly well satisfied	0.882			
I like my job better than the average worker	0.836			

The items intention to leave showed have strong factor loading values and therefore the explained variance is 71.46%. The KMO of 82.0% and 86.5% indicate strong values for intention to leave (Table 8).

Table 8. Factor analysis for intention to Leave

Intention to Leave the Organization	Factor Loading	Explained Variance	KMO	Alpha
I often think of leaving my job	0.841	71.469	82.0%	86.5%
I don't feel any obligation to remain with my current organization	0.855			
I would leave my organization if I could find similar job at another organization	0.847			
I will probably look for another job soon	0.838			

### 6.3 The Descriptive Statistics

The descriptive analysis methods like mean and standard deviation were conducted using SPSS software. The mean level of 3.00 was used as an average scale (five - point Likert scale) in this research. The intention of the employees to leave their jobs if they found a similar job elsewhere obtained a mean score 2.80. And without any obligation to remain with the organization, they could search for better jobs elsewhere. The organizations need to take care of this fact and ensure measures to retain the employees. The constructs of employee perception of support and commitment have a mean score of 2.96 and 2.85 respectively. Overall mean for employee complexity were 2.66. The overall mean for job engagement ( $m = 3.36$ ) and job have average mean scores above

3.00(Table8).

Table 8. Overall means for variables

Statements	Mean
Overall mean for Employee perception of support	2.96
Overall mean for employee perception of commitment	2.85
Overall mean for employee perception of complexity	2.66
Job engagement	3.30
Job satisfaction	3.36
The intention of the employees to leave	2.80

#### 6.4 Correlation

Table 9 provides the strong significance for all correlated variables. The results indicate both positive and negative correlations. The highest positive correlation is observed between job engagement and job satisfaction. This indicates that based on the involvement in their jobs the job satisfaction levels of the employees will also increase. The support of the employee plays a significant role in job satisfaction as indicated by strong positive correlation of 0.628. In other words, employees who receive good support will show higher job satisfaction levels. The negative correlations are observed with the intention to leave. The highest negative correlation of (-0.619) was between job satisfaction and intention to leave. This finding indicates that people with low job satisfaction levels will leave the organization. The similar negative correlation can be found for employee commitment (-0.536) and job engagement (-0.534). This indicates that employees who do not receive the required commitment from the organization about their job and performance and when they are not able to perform their job well due to various hurdles in their jobs or workplace will gradually leave the organization.

Table 9. Correlation statistics

	Employee Support	Employee Commitment	Employee Complexity	Job Engagement	Job Satisfaction	Intention to Leave
Employee Support	1					
Employee Commitment	0.557(**)	1				
Employee Complexity	-0.203(**)	-0.210(**)	1			
Job Engagement	0.530(**)	0.543(**)	-0.228(**)	1		
Job Satisfaction	0.628(**)	0.603(**)	-0.365(**)	.714(**)	1	
Intention to Leave	-0.403(**)	-0.536(**)	0.344(**)	-0.534(**)	-0.619(**)	1

#### 6.5. Test of Hypotheses

Multiple regressions were used to test the relationships between independent variables and independent variable. The research model has five independent variables (employee support, employee commitment, employee complexity, job engagement, and job satisfaction) expected to influence the dependent variable (intention to leave). The R-squared value estimates the goodness of fit of the conceptual model. The R-squared value of the model was 49.1% indicating adequate goodness of fit (Read, 1998).

As shown in Table 10, the results showed that employee commitment ( $\beta = -0.249$ ,  $p < 0.05$ ) job satisfaction ( $\beta = -0.242$ ,  $p < 0.05$ ) and job engagement ( $\beta = -0.205$ ,  $p < 0.05$ ) and had a negative significant relationship with intention to leave. Thus the H2, H4, and H5 were supported. The negative beta value indicates that when the employee commitment, job engagement and job satisfaction are low, this could impact the employee's intention to leave the organization. In another word, the results indicate that low levels of employee commitment, job satisfaction and job engagement leading to intention to leave. These factors need to take into consideration from the organization to reduce leave the employees to the organization in future.

Meanwhile, employee support had a positive relationship ( $\beta = 0.53$ ,  $p < 0.05$ ) with intention to leave. Thus, the H1 was not supported. On the other hand, the employee complexity which refers to job stress, role ambiguity and locus of control has a positive significance ( $\beta = 0.243$ ,  $p < 0.05$ ) on intention to leave, and thus the H3 was supported. This means the employees are under job stress, with little control over their work and being stuck in the same position for long. Overall, the results supported hypotheses H2, H3, H4 and H5, however, the H1 not supported. Table 4 summarizes the results of the B coefficient.

Table 9: Regression results (B Coefficient)

Hypothesis	Beta	t	Sig.	Result
Employee support → intention to leave	0.053	0.720	0.472	No supported
Employee commitment → intention to leave	-0.249	-3.315	0.001	Supported
Employee complexity → intention to leave	0.243	4.083	0.000	Supported
Job engagement → intention to leave	-0.205	-2.360	0.019	Supported
Job Satisfaction → intention to leave	-0.242	-2.343	0.020	Supported

## 6. Discussion

This study examined the several factors that influence the intentions to leave among the employees of the Kuwait ministry of information. There are several factors that were proposed to influence the employees' intentions to leave the Kuwait ministry of information. These factors are employees' perception of support (social support, supervisory support, training and empowerment), employees' perception of commitment (rewards and recognition, job security and organizational justice) and employees' perception of complexity (job stress, the locus of control and role ambiguity), job engagement and job satisfaction.

The results of the data analysis showed that there are two factors out of the five proposed factors that have a key significant effect on the employees' intentions to leave Kuwait Ministry of information. The first factor that was found to have a significant negative influence on the employees' intentions to leave the Ministry of information is employees' perception of commitment (rewards and recognition, job security and organizational justice). The analysis showed that there was an inverse relationship between the organizational commitment and the turnover intentions. This means that lower the perception of commitment will the higher the intentions to leave the organization. It is logical that the more the employee is committed to his organization the longer he thinks to stay without any intention to leave. The results indicated that the employees were not satisfied with their job outcome as well as lacking the confidence of job security. The employees' responses showed that they were not rewarded and recognized sufficiently in the organization. Employees who have a higher perception of fairness regarding the monetary pay, bonuses, and promotions have a greater perception of commitment. The results obtained from the data analysis were similar to what Maslach et al (2001) indicated that when employees lack the proper rewards and recognition they may experience a higher rate of frustration and job dissatisfaction. Petroni (2000) suggested that the absence of appropriate rewarding system may increase the probability of turnover among employees. Maslach et al. (2001) reported that the employees who lack the proper rewards and recognition may experience a higher rate of frustration and job dissatisfaction.

The second main factor that was found through data analysis is job satisfaction which negatively affects the intentions to turnover. The analysis displayed an inverse relation between job satisfaction and intentions to turnover. It is logical that the employee is feeling satisfied and delighted with his job within the organization; the less is the probability of leaving the organization. The analysis results showed a low level of job satisfaction among the employees of the Kuwait information ministry which impacts their intentions to leave the ministry. The previous findings were similar to what Freeman (1978) indicated that the high job turnover rate is powerfully related to employee's dissatisfaction with their jobs. McKnight et al. (2009) similarly demonstrated that job satisfaction is negatively influenced turnover intention.

This study proposed that the employees' perception of support (social support, supervisory support, training, and empowerment) has a negative effect on the employee's intention to leave the ministry of information. The results obtained from the data analysis showed that there was no significant influence of the employees' perception of support on the employee's intention to leave. Regarding the social support, the analysis showed that there was a good relationship among the employees in the ministry of information. The respondents indicated that they regularly do things outside of work with one or more of co-workers. The obtained results showed a sufficient level of support delivered by the supervisors to their employees. The results obtained from the employees' responses showed that they don't suffer from any interference or restrictions with the regard to their jobs. The employees indicated that they did not have to take permission from their superiors in carrying out their daily tasks. It was also confirmed that the employees were encouraged to handle their job problems by themselves. Overall, the employees' perception of support was found to have no significant effect on the employees' intentions to leave Kuwait ministry of information.

This study proposed that the employees' perception of complexity (job stress, the locus of control and role ambiguity) has a positive effect on the employee's intention to leave. The data analysis process displayed that employees who feel that they have very little control over what happens to them at work will have higher perceptions of complexity which is similar to the argument of Firth et al. (2004) and Silva (2006). Most of the employees responded that their jobs interfere with their family life and they become too tired after getting back home due to their jobs. Therefore, the employees are not able to have adequate family time. In addition, the respondents stated that they are unable to change their jobs needs and requirements due to stringent working

conditions.

Finally, the conceptual model of this study suggested that the employees' intentions to leave the organization can be affected by their perceptions of job engagement. The results obtained from the regression analysis showed that the employees' perceptions of job engagement have a significant negative effect on the employees' intentions to leave the ministry of information. This means that employees with low job engagement levels will have higher intentions to leave the ministry of information. On the other hand, the results showed a high positive correlation between job engagement and job satisfaction. This indicates that based on the involvement in their jobs the job satisfaction levels of the employees will also increase.

## **7. Managerial Implications**

The research findings showed that the employees of the Kuwait ministry of information have high intentions to turnover. Thus, the top management for Kuwait ministry of information needs to improve and revise the human resources strategies regarding the training programs in order to make the employees feel supported to handle their job problems by feeding them with the needed training programs. The results also showed that the employees perception of support has a significant negative effect on the employee's intention to leave, thus the policymakers of the Kuwait ministry of information have to pay more attention for the arrangement of activities that may help in building good relationship with the employees within the ministry such as social or sport activities outside the organizational boundaries.

The findings of this study clearly showed that the employees' perceptions of commitment (rewards and recognition, job security and organizational justice) have a negative significant effect on the employee's intention to leave. Thus, the decision makers in the Kuwait ministry of information have to drive its human resources policies and strategies to be more concentrated on applying justice and equality among the employees regarding the performance appraisal, salary increases, bonuses, sick leaves, and rewards and recognition. The human resource management should revise its strategies of employees' treatment in the ministry through applying suitable evaluation standards that are applied equally to all of the employees to ensure that all employees are treated fairly and equally. Moreover, the employees' perceptions of complexity have found to be a significant effect on the employees' intention to leave. Thus, the information ministry has to motivate the managers for finding out the employees' opinions and inputs that may contribute in the decision-making process and make the employees feel more involved in order to cut down their perceptions of complexity.

Job satisfaction was found to be an important factor that enhances the intentions to turnover among Kuwait information ministry employees. The human resources management need to improve the level of satisfaction among the employees through increasing the level of their willingness and desire to give higher efforts and maximum contributions to the job by showing appreciation and rewarding them appropriately which will motivate them and increase their job satisfaction level. Top management in the Kuwait information ministry has to revise its current policies and strategies and properly modify them so as to retain the employees and stop them from leaving the ministry. The human resources management should unify its practices throughout the whole organization departments in order to support the feelings of fairness, equal treatment, and justice amongst employees.

## **8. Research limitations and recommendations**

This research has several limitations that offer opportunities for future research. First, the conceptual model of this research supposed that the employees' intentions to leave Kuwait ministry of information can be affected directly by five factors. Thus, the research ignored the effects of the other factors such as the nature of work within the organization, the routine of the work, and the type of work. Thus, future studies should examine these factors to intention to leave and the moderating effect of other variables. Second, this research investigated the factors that affect the employees' intentions to leave the ministry of information from the employees' perspective ignoring the opinion of the top management regarding these factors. The future research should focus on exploring the opinions of the top management of the studied organization too in order to have a wider understanding of the factors that push the employees to leave their jobs in different organizations.

Third, this research used a questionnaire only in order to gather the data without interviewing the employees which may prevent the research from having additional information and factors that are seen by the employees as a reason of their intentions to leave the work in the ministry of information. Thus, future research can use other methods to gathering data by interviews that may give a better understanding of the factors that influence the employees' intentions to leave their jobs. Finally, the current research was applied to the Kuwait information ministry; it was very tough to gain typical information concerning some sectors or ministries as they were termed secret and very difficult to be entered. Thus, the results of the research can't generalize to all public sectors and also to other countries. Future research should intend to examine the factors that influence the employees' intentions to leave their jobs in different organizations in Kuwait and Gulf countries, which would make it simple to compare the different practices applied in these countries and choose the best practices being

developed to treat the problem of high rate of intentions to leave the organization.

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