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**MODERATING EFFECT OF TOP MANAGEMENT  
SUPPORT ON THE RELATIONSHIP BETWEEN JOB  
SATISFACTION AND INTENTION TO LEAVE AMONG  
MIDDLE LEVEL MANAGERS OF SMEs IN DUBAI, UAE**

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**UUM**  
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY  
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RELATIONSHIP BETWEEN JOB SATISFACTION AND INTENTION TO  
LEAVE AMONG MIDDLE LEVEL MANAGERS OF SMEs IN DUBAI, UAE**

**By**



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## ABSTRACT

In Dubai, United Arab Emirate (UAE), the Small and Medium Enterprises (SMEs) in the construction sector have a shortfall of 500,000 skilled employees because of the lack of job satisfaction and top management support, which prompt workers to leave their places of employment. Existing literature shows that many studies had investigated the connection between job satisfaction and the intention to leave. However, the literature is limited to the effect of a moderator on this relationship. Hence, prior studies only investigated the effect of personal characteristics such as gender, age, tenure and qualification on the relationship between job satisfaction and the intention to leave. Thus, this study investigated the effect of top management support (TMS) as an organizational factor on the relationship between job satisfaction and the intention to leave among the middle level managers in the construction sector of Dubai, UAE. 12 research questions and research objectives were formulated. Accordingly, 12 research hypotheses were postulated. The first set of hypotheses were on the direct relationship between the 6 facets of job satisfaction (satisfaction with supervisor, satisfaction with closure, satisfaction with variety, satisfaction with co-workers, satisfaction with compensation and satisfaction with HR policies) and the intention to leave. The second set of hypotheses was on the effect of top management support on the relationship between the 6 facets of job satisfaction and the intention to leave. To test the relationship among the variables, this study adopted a quantitative design and data was collected from 120 middle level managers of SMEs. The Partial Least Squares – Structural Equation Modelling (PLS-SEM) technique was adopted in the data analysis. According to the outcome, the relationship between 4 facets of job satisfaction and the intention to leave among the middle level managers of SMEs was established. The study also found statistical support for the moderating effect of TMS on the relationship between 2 facets of job satisfaction and the intention to leave among the middle level managers of SMEs. The study highlights the limitations and provides suggestions for future research direction.

**Keywords:** Intention to leave, top management support, job satisfaction.

## ABSTRAK

Di Dubai, Emiriyah Arab Bersatu (UAE), Perusahaan Kecil dan Sederhana (PKS) dalam sektor pembinaan mempunyai kekurangan 500,000 pekerja mahir kerana kurang kepuasan kerja dan sokongan pengurusan atasan yang mendorong para pekerja untuk meninggalkan pekerjaan. Banyak kajian lepas yang telah meneliti hubungan antara kepuasan kerja dan niat untuk pergi. Walau bagaimanapun, kajian lepas terhad kepada kesan pengantaraan dalam hubungan berkenaan. Oleh itu, kajian lepas hanya menyiasat kesan ciri peribadi seperti jantina, umur, tempoh, kelayakan kepuasan kerja dan niat untuk pergi. Justeru itu, kajian ini meneliti kesan sokongan pengurusan atasan (TMS) sebagai faktor organisasi terhadap hubungan antara kepuasan kerja dan niat untuk pergi dalam kalangan pengurus peringkat pertengahan di sektor pembinaan Dubai, UAE. Sebanyak 12 persoalan kajian dan objektif penyelidikan telah dirumuskan. Sehubungan dengan itu, sebanyak 12 hipotesis penyelidikan telah dirumuskan. Set hipotesis pertama adalah hubungan langsung antara 6 aspek kepuasan kerja (kepuasan dengan penyelia, kepuasan dengan penutupan, kepuasan dengan kepelbagaian, kepuasan dengan rakan sekerja, kepuasan dengan pampasan dan kepuasan dengan polisi sumber manusia) dan niat untuk pergi. Sementara itu, set hipotesis kedua adalah kesan sokongan pengurusan atasan terhadap hubungan antara 6 aspek kepuasan kerja dan niat untuk pergi. Untuk menguji hubungan antara pemboleh ubah, kajian ini menggunakan reka bentuk kajian kuantitatif dan data dikumpulkan daripada 120 orang pengurus peringkat menengah PKS. Teknik Pemodelan Persamaan Berstruktur Kuasa Dua Terkecil Separa (PLS-SEM) telah digunakan dalam menganalisis data. Dapatan kajian menunjukkan bahawa hubungan antara 4 aspek kepuasan kerja dan niat untuk pergi dalam kalangan pengurus SME peringkat menengah telah dibentuk. Kajian ini telah menemui sokongan statistik mengenai kesan penyederhanaan TMS terhadap hubungan antara 2 aspek kepuasan kerja dan niat untuk pergi dalam kalangan pengurus SME pada peringkat pertengahan. Kajian ini menyerlahkan batasan dan cadangan untuk tujuan penyelidikan pada masa hadapan.

**Kata kunci:** Niat untuk pergi, sokongan pengurusan atasan, kepuasan kerja.



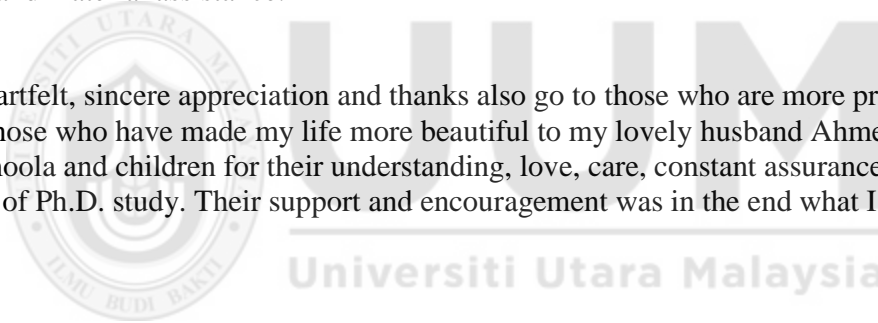
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## LIST OF ABBREVIATIONS

Abbreviation		Page
SMEs	Small and Medium Enterprises	1
UAE	United Arab Emirate	1
UNIDO	United Nations Organizations for Industrial Development	1
GDP	Gross Domestic Product	2
DSC	Dubai Statistics Centre	6
GWS	Watson's Global Workforce Study	10
HR	Human Resource	13
OB	Organizational Behavior	13
DV	Dependent Variable	20
IV	Independent Variable	20
TMS	Top Management Support	20
MOV	Moderating Variable	21
CE	Corporate Entrepreneurship	41
VIE	Valence-Instrumentality- Expectancy	74
JOS	Job Satisfaction	87
ITL	Intention to Leave	87
DCC	Dubai Chamber of Commerce	92
SPSS	Statistical Package for Social Sciences	102
PLS-SEM	Partial Least Squares – Structural Equation Modelling	102
VIF	Variance Inflation Factor	118
CFA	Confirmatory Factor Analysis	121
EFA	Exploratory Factor Analysis	121
PCA	Principal Component Analysis	121
KMO	Kaiser-Meyer-Olkin	122
AVE	Average Variance Extract	133
CR	Composite Reliability	134

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background**

In this chapter, the overview of the research background is presented with respect to Small and Medium Enterprises (SMEs) sector of Dubai, United Arab Emirate (UAE), where focus has been made to introduce the topic in detail. In particular, the intentions are to present the research/problem, not only highlighting the gap in the existing literature but also the pertaining issues in the industry particularly related to the domains of job satisfaction and intention to leave among employees of SMEs in Dubai UAE. In addition, research questions, research objectives, the scope and significance of the study are addressed. Finally, outlines of the thesis were presented describing how different chapters of the study and the entire process of research were organized.

#### **1.2 Small and Medium Enterprises (SMEs) in Dubai, UAE**

Small Medium Enterprises have been a major economic vehicle of both advanced economies as well as economies in transition (Meghana, Asli & Maksimovic, 2011). The Northern Ireland 39<sup>th</sup> summit of great eight (8) Nations formally endorsed the importance of SMEs by highlighting the considerable contribution of the sector to employment and economic dynamism in the most industrialized countries in the world (G-8 Summit, 2013).

Accordingly, the United Nations Organizations for Industrial development (UNIDO, 2015) documented the findings of their series of research in different countries and emphasized the major roles of SMEs. Firstly, SMEs play a vital role in development, specifically due

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## **Appendices**

### **Appendix A**

#### **Introductory Letter to Respondents**



**APPENDIX B**  
**SURVEY QUESTIONNAIRE**



**COLLEGE OF BUSINESS**  
**UNIVERSITI UTARA MALAYSIA**

Date: 1/11/ 2015

Dear Respondent,

I hope you are in good health.

I am currently undergoing a PhD degree in Management at Universiti Utara Malaysia. In partial fulfillment of the degree, I am required to conduct a research. Toward this, I intend to conduct a study on the moderating effect of top management support on the relationship between job satisfaction and intention to leave among middle level managers of SMEs in the construction sector of Dubai, UAE.

I am pleased to inform you that you have been selected to participate in the survey. I hope that you could complete the attached questionnaire by answering all the questions as

honestly and objectively as possible. Therefore, be rest assured that all your responses will be treated as confidential and you will remain anonymous.

I need to stress here that your participation is voluntary. Should you feel uneasy to participate, you could always withdraw at any point of time. But I really hope that you could help me in my study, and for that I thank you.

Once you have completed the questionnaire, please return it to the person in charge, and for this I again thank you.

If you are interested to know the results of the study or about the study itself, please do not hesitate to contact me at the following address, or email me at: \_\_\_\_\_ or call me at: \_\_\_\_\_.

I wish to thank you again for your cooperation and participation.

Have a good day.

Yours' Sincerely,

**Basma Kasmoula,**

Dubai-UAE.

### SECTION A – Assessment of Intention to Leave

This section asks your plan for the future. Please circle the correct response that reflects your honest and objective opinion on each of the statement below using the following scale in which 1 = strongly disagree, 2 = disagree, 3 = neither disagree nor agree, 4 = agree, and 5 = strongly agree.

		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1.	In the last few months, I have seriously thought about looking for a new job.	1	2	3	4	5
2.	Presently, I am actively searching for other job.	1	2	3	4	5
3.	I intend to leave the organization in the near future.	1	2	3	4	5

### SECTION B – Assessment of Job satisfaction

Listed below are questions pertaining to your opinions about your work you are doing now. Please circle the correct response that reflects your honest and objective opinion on each of the statement below using the following scale in which 1 = strongly disagree, 2 = disagree, 3 = neither disagree nor agree, 4 = agree, and 5 = strongly agree.

		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Satisfaction with Supervisor</b>						
1.	I am satisfied with the information I receive from my superior about my job performance	1	2	3	4	5

2.	I receive enough information from my supervisor about my job performance.	1	2	3	4	5
3.	I receive enough feedback from my supervisor on how well I am doing.	1	2	3	4	5
4.	There is enough opportunity in my job to find out how I am doing.	1	2	3	4	5
<b>Satisfaction with Variety</b>						
5.	I am satisfied with the variety of activities my job offers.	1	2	3	4	5
6.	I am satisfied with the opportunity my job provides me to interact with others.	1	2	3	4	5
7.	There is enough variety in my job.	1	2	3	4	5
8.	I have enough freedom to what I want in my job	1	2	3	4	5
<b>Satisfaction with Closure</b>						
10.	My job has enough opportunity for independent thought and action.	1	2	3	4	5
11.	I am satisfied with the opportunity my job gives me to complete tasks from the beginning.	1	2	3	4	5
12.	My job has enough opportunity to complete the work I starting to end.	1	2	3	4	5
<b>Satisfaction with Compensation</b>						
13.	Overall I am satisfied with the company's compensation package.	1	2	3	4	5
14.	I am satisfied with the medical benefits.	1	2	3	4	5
15.	I received the security that is my job provides me.	1	2	3	4	5

16.	I am satisfied with the retirement benefits.	1	2	3	4	5
17.	I am satisfied with the holiday (vacation) eligibilities.	1	2	3	4	5
<b>Satisfaction with Co-workers</b>						
18.	My fellow workers are not selfish.	1	2	3	4	5
19.	My fellow workers are pleasant.	1	2	3	4	5
20.	The people I work with are very friendly.	1	2	3	4	5
21.	The people I work with help each other out when someone falls behind or gets in a tight spot.	1	2	3	4	5
<b>Satisfaction with the HR Policies</b>						
22.	Company's management has a clear path for employee's advancement.	1	2	3	4	5
23.	Decisions are made keeping in mind the good of the employees.	1	2	3	4	5
24.	Management is extremely fair in personal policies.	1	2	3	4	5
25.	Physical working conditions are supportive in attaining quality of work	1	2	3	4	5



### Section C – Assessment of Top Management Support

We are interested in learning about how you perceive your workplace and organization. Please circle the correct response that reflects your honest and objective opinion on each of the statement below using the following scale in which 1 = strongly disagree, 2 = disagree, 3 = neither disagree nor agree, 4 = agree, and 5 = strongly agree.

		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1.	My organization is quick to use improved work methods that are developed by workers	1	2	3	4	5
2.	In my organization, developing one's own ideas is encouraged for the improvement of the corporation	1	2	3	4	5
3.	Top management is aware and very receptive to my ideas and suggestions.	1	2	3	4	5
4.	A promotion usually follows from the development of new and innovative ideas	1	2	3	4	5
5.	Those employees who come up with innovative ideas on their own often receive management encouragement for their activities	1	2	3	4	5
6.	The “doers on projects” are allowed to make decisions without going through elaborate justification and approval procedures.	1	2	3	4	5
7.	Senior managers encourage innovators to bend rules and rigid procedures in order to keep	1	2	3	4	5

	promising ideas on track.					
8.	Many top managers have been known for their experience with the innovation process.	1	2	3	4	5
9.	Money is often available to get new project ideas off the ground.	1	2	3	4	5
10.	Individuals with successful innovative projects receive additional rewards and compensation beyond the participation and achievement in the work	1	2	3	4	5
11.	There are several options within the organization for individuals to get financial support for their innovative projects and ideas.	1	2	3	4	5
12.	People are often encouraged to take calculated risks with ideas around here	1	2	3	4	5
13.	Individual risk takers are often recognized for their willingness to champion new projects, whether eventually successful or not.	1	2	3	4	5
14.	The term “risk taker” is considered a positive attribute for people in my work area.	1	2	3	4	5
15.	This organization supports many small and experimental projects, realizing that some will undoubtedly fail.	1	2	3	4	5
16.	An employee with a good idea is often given free time to develop that idea.	1	2	3	4	5

17.	There is considerable desire among people in the organization for generating new ideas without regard for crossing departmental or functional boundaries	1	2	3	4	5
18.	People are encouraged to talk to employees in other departments of this organization about ideas for new projects	1	2	3	4	5

#### SECTION D – Respondent’s Information

This section asks about your personal information. Please tick the appropriate box ☐, or fill in the space ---- provided.

1. What is your sex? ☐ Male ☐ Female
  
2. What is your ethnic origin? ☐ Pakistan ☐ Emirati  
☐ Indian ☐ Philippines  
☐ Bangladesh  
☐ Others, please indicate \_\_\_\_\_
  
3. What is your marital status? ☐ Single ☐ Married  
☐ Separated/Divorced
  
4. How old are you? \_\_\_\_\_ Years old

5. What is the highest level of your education? ☐ Diploma
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Others, please indicate,
- \_\_\_\_\_

6. How long have you been working in the company? Approximately \_\_\_\_\_
- years

7. What is your job title?
- \_\_\_\_\_



8. Which Department you are working in? ☐ Finance/Administration
- ☐ Project Management
- ☐ Engineering & Design
- ☐ Infra Structure Construction
- ☐ Building Construction
- ☐ Industrial Construction
- ☐ Others, please indicate, \_\_\_\_\_

9. What is the size of your company?

☐ Not more than 20 employees

☐ 21-100 employees

☐ 101-250 employees

☐ More than 250 employees

**THANK YOU FOR COMPLETING THIS QUESTIONNAIRE**

**AND HAVE A GOOD DAY**



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## Appendix C

### Profile of Respondents

#### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	116	96.7	96.7	96.7
	Female	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

#### Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pakistan	12	10.0	10.0	10.0
	Emirati	48	40.0	40.0	50.0
	India	29	24.2	24.2	74.2
	Philippines	8	6.7	6.7	80.8
	Bangladesh	4	3.3	3.3	84.2
	Others	19	15.8	15.8	100.0
	Total	120	100.0	100.0	

#### MaritalStatus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	64	53.3	53.3	53.3
	Married	56	46.7	46.7	100.0
	Total	120	100.0	100.0	

**Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	60	50.0	50.0	50.0
	30-39	36	30.0	30.0	80.0
	40-49	24	20.0	20.0	100.0
	Total	120	100.0	100.0	

**Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	20	16.7	16.7	16.7
	Bachelor Degree	84	70.0	70.0	86.7
	Masters	16	13.3	13.3	100.0
	Total	120	100.0	100.0	

**Tenure**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	88	73.3	73.3	73.3
	6-10	20	16.7	16.7	90.0
	11-15	12	10.0	10.0	100.0
	Total	120	100.0	100.0	

JobTitle		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Technical Office Eng.	4	3.3	3.3	3.3
	Draughtsman	17	14.2	14.2	17.5
	Civil Eng.	16	13.3	13.3	30.8
	Sales manager	5	4.2	4.2	35.0
	Senior Designer Eng.	10	8.3	8.3	43.3
	Project Eng.	13	10.8	10.8	54.2
	MEP Eng.	4	3.3	3.3	57.5
	Senior Accountant	8	6.7	6.7	64.2
	Estimation Eng.	5	4.2	4.2	68.3
	Quantity Surveyor	4	3.3	3.3	71.7
	Procurement Eng./Mng	9	7.5	7.5	79.2
	Assessment Manager	5	4.2	4.2	83.3
	Secretary/Receptionist	4	3.3	3.3	86.7
	Site Manager	8	6.7	6.7	93.3
	Structural Manager	4	3.3	3.3	96.7
	Associate Director	4	3.3	3.3	100.0
	Total	120	100.0	100.0	

Department		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Finance/Administration	16	13.3	13.3	13.3
	Project Management	17	14.2	14.2	27.5
	Engineering and Design	48	40.0	40.0	67.5
	3	3	2.5	2.5	70.0
	Infrastructure Construction	12	10.0	10.0	80.0
	Building Construction	20	16.7	16.7	96.7
	Others	4	3.3	3.3	100.0
	Total	120	100.0	100.0	



**Size**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-20	7	5.8	5.8	5.8
	21-100	72	60.0	60.0	65.8
	101-250	13	10.8	10.8	76.7
	Above 250	28	23.3	23.3	100.0
	Total	120	100.0	100.0	



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## Appendix D

### Mean and Standard Deviation of Variables

	N	Mean	Std. Deviation
	Statistic	Statistic	Statistic
IntentiontoLeave	120	2.6556	.83564
TopManagementSupport	120	3.0630	.50349
SatisfactionwithSupervisor	120	3.1750	.86760
SatisfactionwithVariety	120	3.1167	.70333
SatisfactionwithClosure	120	3.1889	.92958
SatisfactionwithCompensation	120	2.8067	.66101
SatisfactionwithCoworkers	120	3.4750	.68400
SatisfactionwithHRPolicies	120	3.1667	.74848
Valid N (listwise)	120		



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## Appendix E

### Normality Test

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
IntentiontoLeave	120	-.027	.221	-.560	.438
TopManagementSupport	120	.058	.221	.190	.438
SatisfactionwithSupervisor	120	-.636	.221	-.450	.438
SatisfactionwithVariety	120	.229	.221	-.685	.438
SatisfactionwithClosure	120	-.346	.221	-.179	.438
SatisfactionwithCompensation	120	-.751	.221	.452	.438
SatisfactionwithCoworkers	120	-.715	.221	-.206	.438
SatisfactionwithHRPolicies	120	-.749	.221	.795	.438
Valid N (listwise)	120				



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## Appendix F

### Multicollinearity Test

		Correlations					
		Satisfaction with Supervisor	Satisfaction with Variety	Satisfaction with Closure	Satisfaction with Compensation	Satisfaction with Coworkers	Satisfaction with HR Policies
Satisfaction with Supervisor	Pearson Correlation	1	.280**	.480**	.259**	.050	.417**
	Sig. (1-tailed)		.001	.000	.002	.294	.000
	N	120	120	120	120	120	120
Satisfaction with Variety	Pearson Correlation	.280**	1	.519**	.443**	.504**	.398**
	Sig. (1-tailed)	.001		.000	.000	.000	.000
	N	120	120	120	120	120	120
Satisfaction with Closure	Pearson Correlation	.480**	.519**	1	.417**	.016	.655**
	Sig. (1-tailed)	.000	.000		.000	.430	.000
	N	120	120	120	120	120	120

Satisfaction with Compensation	Pearson Correlation	.259**	.443**	.417**	1	.231**	.755**
	Sig. (1-tailed)	.002	.000	.000		.006	.000
	N	120	120	120	120	120	120
Satisfaction with Coworkers	Pearson Correlation	.050	.504**	.016	.231**	1	-.021
	Sig. (1-tailed)	.294	.000	.430	.006		.412
	N	120	120	120	120	120	120
Satisfaction with HR Policies	Pearson Correlation	.417**	.398**	.655**	.755**	-.021	1
	Sig. (1-tailed)	.000	.000	.000	.000	.412	
	N	120	120	120	120	120	120

\*\* . Correlation is significant at the 0.01 level (1-tailed).

**Appendix G**  
**Reliability Analysis**

**Scale: Intention to Leave**

Reliability Statistics	
Cronbach's Alpha	N of Items
.808	3

**Scale: Top Management Support**

Reliability Statistics	
Cronbach's Alpha	N of Items
.813	18

**Scale: Satisfaction with Supervisors**

Reliability Statistics	
Cronbach's Alpha	N of Items
.835	4

### **Scale: Satisfaction with Variety**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.659	4

### **Scale: Satisfaction with Closure**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.747	3

### **Scale: Satisfaction with Compensation**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.643	5

### Scale: Satisfaction with Coworkers

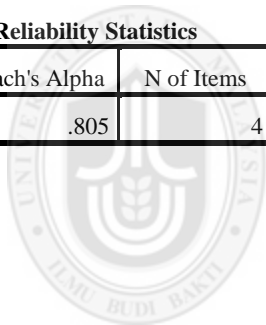
**Reliability Statistics**

Cronbach's Alpha	N of Items
.800	4

### Scale: Satisfaction with HR Policies

**Reliability Statistics**

Cronbach's Alpha	N of Items
.805	4





## Appendix H

### Factor Analysis

#### Intention to Leave

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.683
Bartlett's Test of Sphericity	Approx. Chi-Square
	129.851
	Df
	3
	Sig.
	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.190	73.001	73.001	2.190	73.001	73.001
2	.520	17.338	90.340			
3	.290	9.660	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
ITL1	.896
ITL2	.867
ITL3	.798

Extraction Method:

Principal Component

Analysis.

a. 1 components

extracted.

## Top Management Support

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.380
Bartlett's Test of Sphericity      Approx. Chi-Square	1682.731
df	153
Sig.	.000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.806	26.701	26.701	4.806	26.701	26.701	2.794	15.520	15.520
2	2.440	13.557	40.257	2.440	13.557	40.257	2.468	13.712	29.233
3	2.340	12.998	53.255	2.340	12.998	53.255	2.260	12.557	41.790
4	1.779	9.882	63.137	1.779	9.882	63.137	2.243	12.460	54.250
5	1.673	9.296	72.433	1.673	9.296	72.433	2.217	12.319	66.569
6	1.011	5.618	78.052	1.011	5.618	78.052	2.067	11.483	78.052
7	.817	4.539	82.590						
8	.690	3.833	86.423						
9	.620	3.443	89.867						
10	.433	2.403	92.270						
11	.426	2.367	94.637						
12	.368	2.044	96.681						
13	.223	1.240	97.921						
14	.175	.972	98.893						
15	.079	.441	99.333						
16	.058	.321	99.654						
17	.041	.227	99.882						
18	.021	.118	100.000						

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component					
	1	2	3	4	5	6
TMS1	.734					
TMS2	.591	.518				
TMS3						
TMS4	.784					
TMS5	.587					
TMS6				-.514		
TMS7	.508					
TMS8					.657	
TMS9		-.597				
TMS10	.624					
TMS11	.728					
TMS12				.505		
TMS13			.589			
TMS14				.608		
TMS15	.582					
TMS16					.519	
TMS17		.541	.518			
TMS18			.563			

Extraction Method: Principal Component Analysis.

a. 6 components extracted.

## Satisfaction with Supervisors

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.715
Bartlett's Test of Sphericity	Approx. Chi-Square
	211.917
	df
	6
	Sig.
	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.681	67.020	67.020	2.681	67.020	67.020
2	.651	16.272	83.292			
3	.469	11.729	95.021			
4	.199	4.979	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
SS1	.868
SS2	.865
SS3	.775
SS4	.760

Extraction Method:

Principal Component

Analysis.

a. 1 components

extracted.

## Satisfaction with Variety

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.618
Bartlett's Test of Sphericity	Approx. Chi-Square
	114.748
	df
	6
	Sig.
	.000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Loadings			Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.106	52.652	52.652	2.106	52.652	52.652	1.591	39.774	39.774
2	1.000	25.007	77.659	1.000	25.007	77.659	1.515	37.885	77.659
3	.595	14.868	92.527						
4	.299	7.473	100.000						

Extraction Method: Principal Component Analysis.

### Component Matrix<sup>a</sup>

	Component	
	1	2
SV1	.546	-.703
SV2	.840	
SV3	.899	
SV4	.543	.711

Extraction Method: Principal

Component Analysis.

a. 2 components extracted.

## Satisfaction with Closure

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.617
Bartlett's Test of Sphericity	Approx. Chi-Square	103.767
	df	3
	Sig.	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.006	66.852	66.852	2.006	66.852	66.852
2	.701	23.371	90.223			
3	.293	9.777	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
SC1	.681
SC2	.889
SC3	.867

Extraction Method:

Principal Component

Analysis.

a. 1 components

extracted.

## Satisfaction with Compensation

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.472
Bartlett's Test of Sphericity	Approx. Chi-Square	149.880
	df	10
	Sig.	.000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.171	43.422	43.422	2.171	43.422	43.422	1.984	39.687	39.687
2	1.226	24.519	67.940	1.226	24.519	67.940	1.413	28.253	67.940
3	.900	18.003	85.943						
4	.442	8.840	94.783						
5	.261	5.217	100.000						

Extraction Method: Principal Component Analysis.

### Component Matrix<sup>a</sup>

	Component	
	1	2
SCOMP1	.769	
SCOMP2	.812	
SCOMP3	.722	
SCOMP4		.552
SCOMP5		.815

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

## Satisfaction with Co-workers

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.736
Bartlett's Test of Sphericity	Approx. Chi-Square
	215.411
	df
	6
	Sig.
	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.652	66.289	66.289	2.652	66.289	66.289
2	.797	19.928	86.217			
3	.309	7.733	93.950			
4	.242	6.050	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
SW1	.877
SW2	.858
SW3	.896
SW4	.587

Extraction Method:

Principal Component

Analysis.

a. 1 components

extracted.



## Satisfaction with HR Policies

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.772
Bartlett's Test of Sphericity	Approx. Chi-Square	163.025
	df	6
	Sig.	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.529	63.226	63.226	2.529	63.226	63.226
2	.743	18.565	81.791			
3	.391	9.772	91.563			
4	.337	8.437	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
SHRP1	.834
SHRP2	.856
SHRP3	.849
SHRP4	.615

Extraction Method:

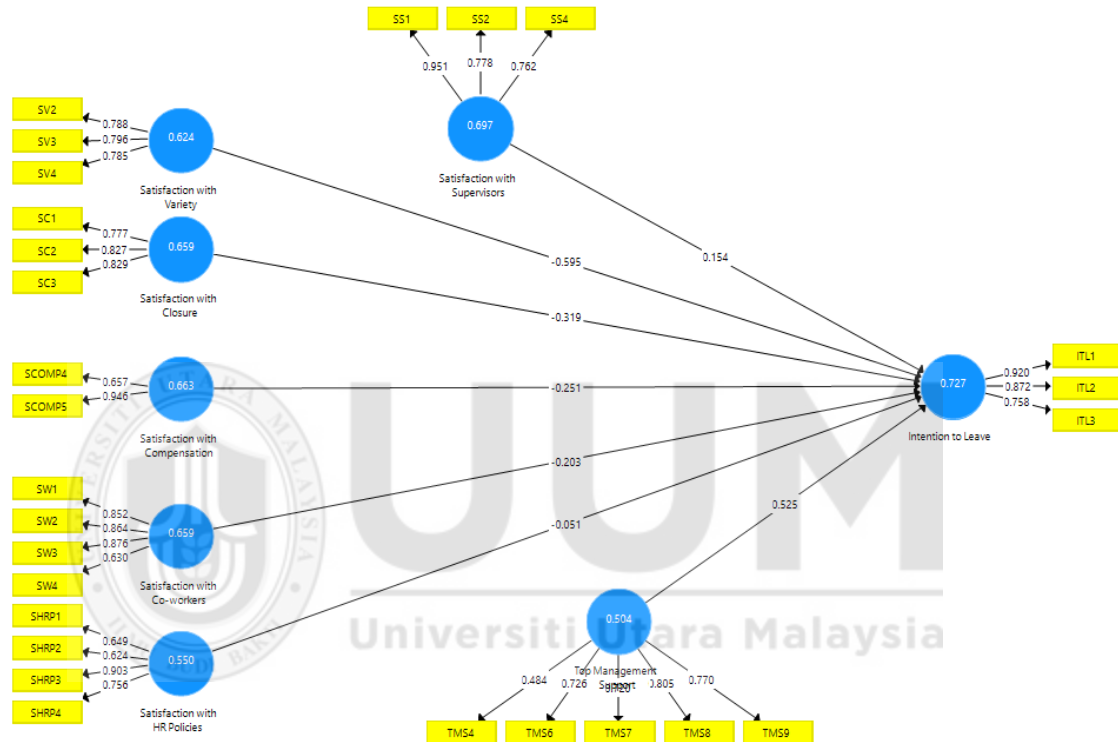
Principal Component

Analysis.

a. 1 components extracted.

# Appendix I

## Assessment of Measurement Model



	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Intention to Leave	0.814	0.872	0.888	0.727
Satisfaction with Closure	0.746	0.750	0.853	0.659
Satisfaction with Co-workers	0.822	0.848	0.884	0.659
Satisfaction with Compensation	0.546	0.813	0.792	0.663
Satisfaction with HR Policies	0.800	0.711	0.827	0.550
Satisfaction with Supervisors	0.813	1.035	0.872	0.697
Satisfaction with Variety	0.714	0.723	0.833	0.624
Top Management Support	0.767	0.808	0.832	0.504

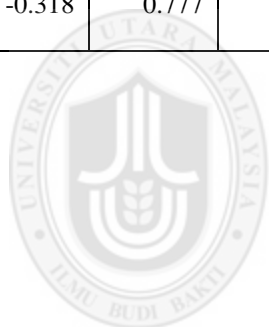
#### Fornell-Larcker Criterion

	Intention to Leave	Satisfaction with Closure	Satisfaction with Co-workers	Satisfaction with Compensation	Satisfaction with HR Policies	Satisfaction with Supervisors	Satisfaction with Variety	Top Management Support
Intention to Leave	0.853							
Satisfaction with Closure	0.341	0.812						
Satisfaction with Co-workers	0.364	0.037	0.812					
Satisfaction with Compensation	0.485	0.426	0.394	0.814				
Satisfaction with HR Policies	0.351	0.610	0.146	0.650	0.741			
Satisfaction with Supervisors	0.163	0.536	0.122	0.395	0.491	0.835		
Satisfaction with Variety	0.474	0.520	0.469	0.603	0.464	0.342	0.790	
Top Management Support	0.462	0.668	0.416	0.597	0.548	0.394	0.962	0.710

### Cross Loadings

	Intent ion to Leave	Satisfact ion with Closure	Satisfacti on with Co- workers	Satisfactio n with Compensa tion	Satisfacti on with HR Policies	Satisfacti on with Superviso rs	Satisfact ion with Variety	Top Manage ment Support
IT L1	0.920	-0.360	-0.348	-0.494	-0.302	-0.130	-0.432	-0.405
IT L2	0.872	-0.166	-0.423	-0.443	-0.329	-0.117	-0.350	-0.337
IT L3	0.758	-0.358	-0.109	-0.259	-0.272	-0.191	-0.451	-0.475
SC 1	-0.318	0.777	0.136	0.352	0.522	0.244	0.577	0.770
SC 2	-0.212	0.827	-0.112	0.246	0.393	0.422	0.304	0.382
SC 3	-0.276	0.829	0.017	0.411	0.537	0.660	0.329	0.395
SC O M P4	-0.216	0.229	0.139	0.657	0.392	0.456	0.318	0.298
SC O M P5	-0.502	0.425	0.424	0.946	0.629	0.289	0.604	0.605
SH RP 1	-0.069	0.511	-0.175	0.413	0.649	0.345	0.313	0.377
SH RP 2	0.025	0.601	-0.133	0.296	0.624	0.311	0.310	0.396
SH RP 3	-0.350	0.539	0.162	0.525	0.903	0.329	0.451	0.532
SH RP 4	-0.238	0.470	0.121	0.573	0.756	0.534	0.303	0.360
SS 1	-0.178	0.454	0.063	0.333	0.403	0.951	0.285	0.292
SS 2	-0.007	0.307	-0.016	0.091	0.378	0.778	0.104	0.121
SS 4	-0.086	0.532	0.213	0.405	0.506	0.762	0.356	0.484
SV 2	-0.365	0.261	0.562	0.657	0.394	0.290	0.788	0.726
SV 3	-0.234	0.308	0.352	0.541	0.381	0.264	0.796	0.720
SV 4	-0.453	0.583	0.225	0.296	0.335	0.256	0.785	0.805
S W 1	-0.241	-0.057	0.852	0.183	-0.074	-0.112	0.403	0.359

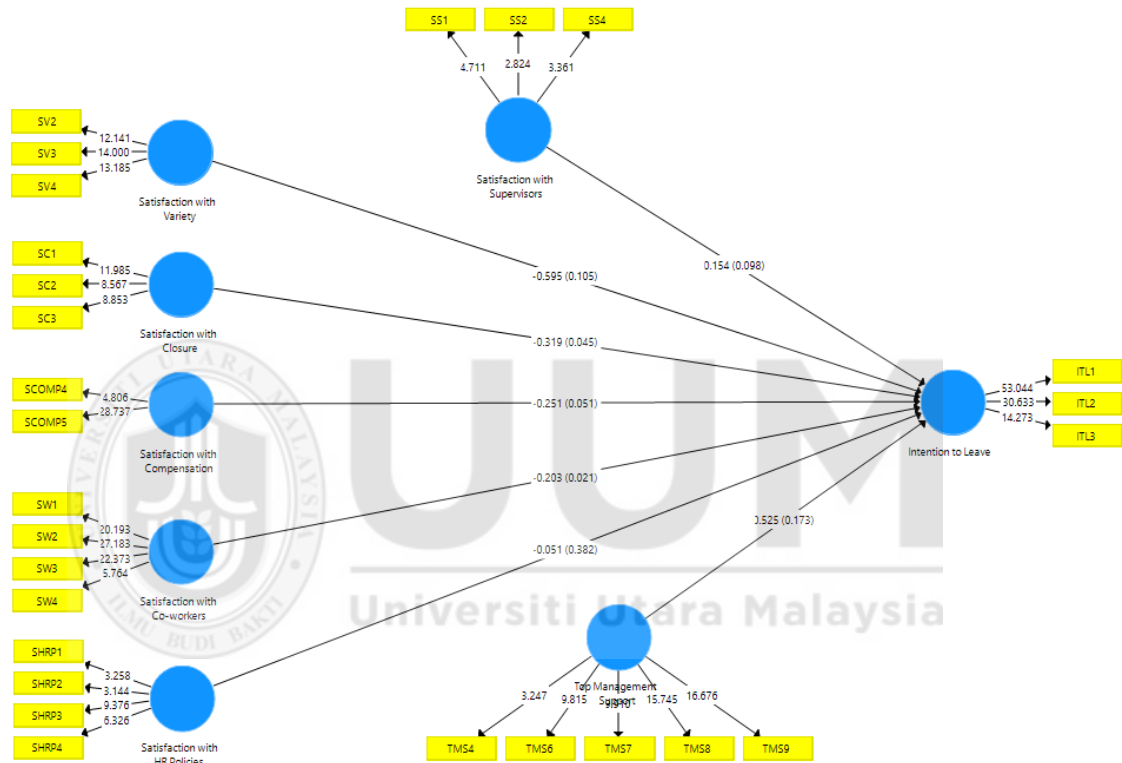
<b>S W 2</b>	-0.373	-0.085	0.864	0.405	0.117	0.081	0.390	0.311
<b>S W 3</b>	-0.245	0.071	0.876	0.343	0.171	0.161	0.447	0.400
<b>S W 4</b>	-0.276	0.224	0.630	0.295	0.241	0.252	0.282	0.291
<b>T M S4</b>	-0.086	0.532	0.213	0.405	0.506	0.762	0.356	0.484
<b>T M S6</b>	-0.365	0.261	0.562	0.657	0.394	0.290	0.788	0.726
<b>T M S7</b>	-0.234	0.308	0.352	0.541	0.381	0.264	0.796	0.720
<b>T M S8</b>	-0.453	0.583	0.225	0.296	0.335	0.256	0.785	0.805
<b>T M S9</b>	-0.318	0.777	0.136	0.352	0.522	0.244	0.577	0.770



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## Appendix J

### Assessment of Structural Model (Direct Effect)



Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Satisfaction with Closure -> Intention to Leave	-0.319	0.188	1.694	0.045
Satisfaction with Co-workers -> Intention to Leave	-0.203	0.100	2.032	0.021
Satisfaction with Compensation -> Intention to Leave	-0.251	0.153	1.640	0.051
Satisfaction with HR Policies -> Intention to Leave	-0.051	0.170	0.302	0.382
Satisfaction with Supervisors -> Intention to Leave	0.154	0.119	1.295	0.098
Satisfaction with Variety -> Intention to Leave	-0.595	0.474	1.254	0.105
Top Management Support -> Intention to Leave	0.525	0.557	0.943	0.173

Confidence Intervals Bias Corrected

	Original Sample (O)	Sample Mean (M)	Bias	5.0 %	95.0 %
Satisfaction with Closure -> Intention to Leave	-0.319	-0.252	0.067	0.529	0.031
Satisfaction with Co-workers -> Intention to Leave	-0.203	-0.194	0.009	0.365	0.050
Satisfaction with Compensation -> Intention to Leave	-0.251	-0.233	0.018	0.507	0.008
Satisfaction with HR Policies -> Intention to Leave	-0.051	-0.080	0.029	0.338	0.184
Satisfaction with Supervisors -> Intention to Leave	0.154	0.115	0.039	0.010	0.342
Satisfaction with Variety -> Intention to Leave	-0.595	-0.450	0.145	1.579	0.136
Top Management Support -> Intention to Leave	0.525	0.335	0.189	0.034	1.554

## R Square

	R Square	R Square Adjusted
Intention to Leave	0.336	0.295

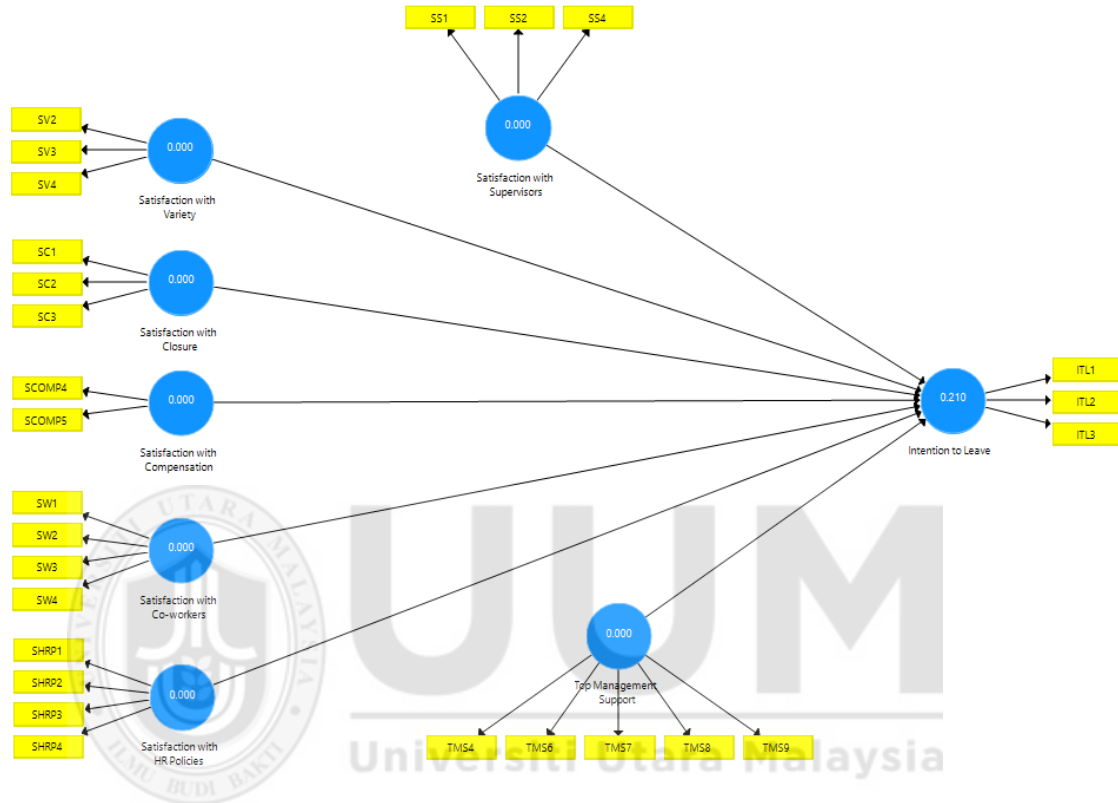
## f Square

	Intention to Leave	Satisfaction with Closure	Satisfaction with Co-workers	Satisfaction with Compensation	Satisfaction with HR Policies	Satisfaction with Supervisors	Satisfaction with Variety	Top Management Support
Intention to Leave								
Satisfaction with Closure	0.041							
Satisfaction with Co-workers	0.042							
Satisfaction with Compensation	0.040							
Satisfaction with HR Policies	0.002							
Satisfaction with Supervisors	0.023							
Satisfaction with Variety	0.023							
Top Management Support	0.014							



## Appendix K

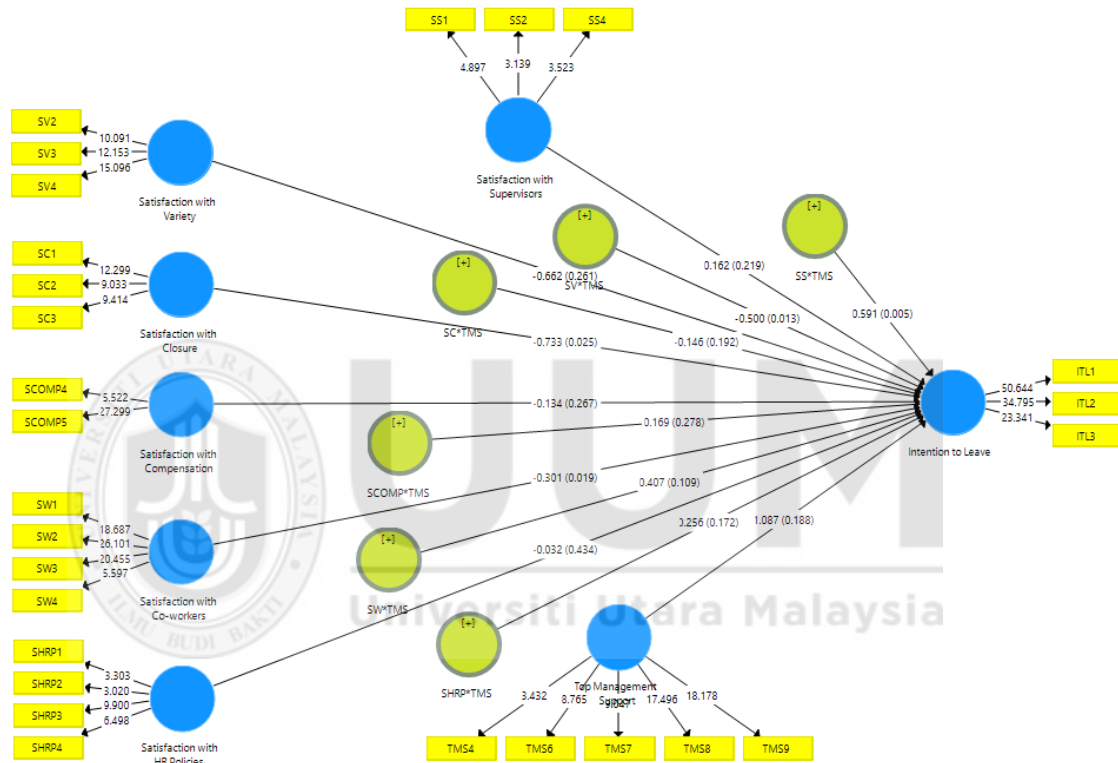
### Assessment of Predictive Relevance



	SSO	SSE	Q² (=1-SSE/SSO)
<b>Intention to Leave</b>	360	284.56	0.210
<b>Satisfaction with Closure</b>	360	360	
<b>Satisfaction with Co-workers</b>	480	480	
<b>Satisfaction with Compensation</b>	240	240	
<b>Satisfaction with HR Policies</b>	480	480	
<b>Satisfaction with Supervisors</b>	360	360	
<b>Satisfaction with Variety</b>	360	360	
<b>Top Management Support</b>	600	600	

## Appendix L

### Assessment of Structural Model (Moderating Effect)



Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
SC*TMS -> Intention to Leave	-0.146	0.167	0.872	0.192
SCOMP*TMS -> Intention to Leave	0.169	0.286	0.591	0.278
SHRP*TMS -> Intention to Leave	0.256	0.270	0.947	0.172
SS*TMS -> Intention to Leave	0.591	0.230	2.566	0.005
SV*TMS -> Intention to Leave	-0.500	0.224	2.227	0.013
SW*TMS -> Intention to Leave	0.407	0.330	1.233	0.109
Satisfaction with Closure -> Intention to Leave	-0.733	0.374	1.959	0.025
Satisfaction with Co-workers -> Intention to Leave	-0.301	0.145	2.083	0.019
Satisfaction with Compensation -> Intention to Leave	-0.134	0.215	0.622	0.267
Satisfaction with HR Policies -> Intention to Leave	-0.032	0.192	0.165	0.434
Satisfaction with Supervisors -> Intention to Leave	0.162	0.208	0.776	0.219
Satisfaction with Variety -> Intention to Leave	-0.662	1.036	0.639	0.261
Top Management Support -> Intention to Leave	1.087	1.227	0.886	0.188