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**THE RELATIONSHIP BETWEEN WORK-PLACE ENVIRONMENT  
VARIABLES, BURNOUT, AND TURNOVER INTENTION AMONG FEMALE  
STAFF OF SAUDI UNIVERSITIES**



**Master in International Business  
Universiti Utara Malaysia  
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VARIABLES, BURNOUT, AND TURNOVER INTENTION AMONG FEMALE  
STAFF OF SAUDI UNIVERSITIES**



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**A thesis submitted to Ghazali Shafie Graduate School of Government in  
fulfilment of the requirements for the Master's in International Business  
Universiti Utara Malaysia**



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa  
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## ABSTRACT

Employee turnover has become common in a lot of institutions. The turnover of the employee is frequency, and it has currently end up being a severe issue of every institution the research study is actually accomplished to take a look at the influence of the perceived organizational politics, perceived organizational support and the work life balance and job burnout as antecedents to the intent to turn over one of the female academicians. Additionally, the study has likewise examined the moderating role of the job burnout in the connection between perceived organizational support, perceived organizational politics, work lifestyle harmony and the turnover intention. The core issue of this study is the turnover rate of female academic staff at the Northern Perimeter College of KSA. The high turnover rate among female university staff in the KSA has further aggravated the prevailing shortage of female faculty members. This research is a scientific study that uses deductive approach and quantitative methods to statistically analyse the data collected by a well-structured survey. The valid samples are 239 that collected by using simple random technique from female academicians in the northern border University of KSA. Partial Least Square (PLS)-Structural Equation Modeling (SEM) was used to analyze the data. The study examined three direct relationships and three moderating effect relationships. Perceived organizational politics have the highest impact on turnover intention (0.557), followed by work life balance (0.0197), then perceived organizational support (-0.084). For the moderating effect of job burnout, the interception in the relation from work life balance was rejected, but the other two effects were accepted. Finally, this study is the first of its kind examining the correlation between organisational factors and turnover intention among female teaching staff in a Saudi university. It is expected to be useful in facilitating policymakers and scholars in comprehending the link between perceived organisational politics, perceived organisational support and employee turnover intention.

**Keywords:** Organizational Support, Organizational Politics. Work Life Balance, Burnout, Turnover

## ABSTRAK

Perolehan pekerja telah menjadi biasa di banyak organisasi. Perolehan pekerja adalah kelaziman, dan kini telah menjadi kebimbangan serius setiap organisasi. Kajian ini dijalankan untuk mengkaji kesan politik organisasi yang dirasakan, sokongan organisasi yang dirasakan dan keseimbangan kehidupan kerja dan kecelakaan kerja sebagai pendahuluan kepada niat untuk menjadi ahli akademik perempuan. Di samping itu, kajian ini juga mengkaji peranan kerja pembakaran kerja dalam hubungan antara sokongan organisasi yang dirasakan, politik organisasi yang dikira, keseimbangan hayat kerja dan niat perolehan. Isu utama kajian ini adalah kadar perolehan kakitangan akademik wanita di Universiti Sempadan Utara KSA. Kadar perolehan yang tinggi di kalangan kakitangan universiti wanita di KSA telah memburukkan lagi kekurangan ahli fakulti wanita. Penyelidikan ini adalah kajian saintifik yang menggunakan pendekatan deduktif dan kaedah kuantitatif untuk menganalisis secara statistik data yang dikumpulkan oleh tinjauan berstruktur yang baik. Sampel yang sah adalah 239 yang dikumpulkan dengan menggunakan teknik rawak mudah dari ahli akademik wanita di KSA sempadan utara. Partial Least Square (PLS) -Structural Equation Modeling (SEM) digunakan untuk menganalisis data. Kajian ini mengkaji tiga hubungan langsung dan tiga hubungan kesan sederhana. Politik organisasi yang dirasakan mempunyai kesan tertinggi terhadap niat perolehan (0,557), diikuti dengan keseimbangan kehidupan kerja (0,0197), dan sokongan organisasi yang dirasakan (-0,084). Untuk kesan penyingkiran kerja yang sederhana, pemintas dalam hubungan dari keseimbangan kehidupan kerja ditolak, tetapi dua kesan lain diterima. Akhirnya, kajian ini adalah yang pertama dari jenisnya yang mengkaji korelasi antara faktor organisasi dan niat perolehan di kalangan tenaga pengajar wanita di sebuah universiti di Saudi. Ia dijangka berguna dalam memudahkan penggubal dasar dan ulama dalam memahami hubungan antara politik organisasi yang diang, sokongan organisasi dan niat perolehan pekerja.

**Kata kunci:** Sokongan Organisasi, Politik Organisasi, Baki Hidup Kerja, Pembakaran, Perolehan.



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## LIST OF ABBREVIATIONS

<b>JB</b>	Job Burnout
<b>KSA</b>	Kingdom of Saudi Arabia
<b>NBU</b>	Northern Border University
<b>OS</b>	Organizational Support
<b>PLS</b>	Partial Least Squares
<b>POPs</b>	Perceived Organizational Politics
<b>POS</b>	Perceived Organizational Support
<b>SEM</b>	Structural Equation Modelling
<b>SET</b>	Social Exchange Theory
<b>TI</b>	Turnover Intention
<b>VIF</b>	Variance Inflation Factor
<b>WLB</b>	Work-life Balance



# CHAPTER ONE

## INTRODUCTION

### 1.1. Research Background

Organisations are increasingly faced by the growing issue of employee turnover in the past few decades. Many researchers have come up with different theoretical and empirical models to explore the reason behind this phenomenon. Alas, the issue remains a puzzle without any viable solutions (McCartney & Tziner, 2017). Meanwhile, the intensity of the turnover issue may vary from country to country. Therefore, extensive research is needed to examine the issue of employee turnover using samples from developing countries. Earlier, the researcher claimed that even after significant research on turnover and turnover intention, there still remains confusion as to what actually causes employees to leave or remain with the organisation (Jyoti, Rani & Gandotra, 2015).

Lu and Gursoy (2016) argued that to have broader look at the issues leading to employee turnover, researchers need to broaden their scope of studies by incorporating unexplored clusters. Meanwhile, they have also argued that the collective culture, which is a hallmark of many Asian cultures, plays a key role on the factors affecting employee turnover. Despite being a broadly studied issue, there is no standard definition for explaining what turnover actually entails. Nonetheless, several factors have been identified in an attempt to explain the phenomenon (Schaufeli & Maslach, 2017).



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