

An Analysis Study Of The Factors Influencing On Employee's Decision To Leave Their Workplace At UAE

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ABSTRACT

This study looks at the various factors that contribute to employee leaving behavior and the extent to which these influence the social context that often serves as the fodder for such decisions. The factors that have been considered in this paper include organizational citizenship behavior, the use of monitoring methods for employee behavior management, work-family culture established by family benefits that are provided by the organization, and justice perceptions that are borne out of organization support meted out to employees. With the help of focused secondary research that spanned a number of databases and journal articles, the study builds a solid foundation for continuing further research into the topic of employee behaviors surrounding early retirement and organizational attachment by outlining the essential elements that lead to the formation and evolution of the social context within an organization.

KEYWORDS: *Employees turnover, Workplace, Organizational support, Work-family*

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I. Introduction

Over the years, numerous factors have suggested as being responsible for influencing the decision made by employees to leave an organization. These factors have in one way or the other disrupted certain moral and perceptual outlooks that the employees might have banked upon when the question of organization loyalty is considered. In this paper, the core objective would be to analyze the inherent ways in which these factors mold and influence employee-organization relationships. The fundamental focus would be to delve deeper into the perceptual understanding and expectations that employee brings to the workplace and the way in which selected factors work towards disrupting them.

As far as the factors that will be studied, the roles of justice perceptions, perceived organizational support, work-family culture and workplace deviance amongst others will be analyzed in the arena of employee decision making. These factors will be used as reference points for understanding the reasons behind the decision made by an employee to leave an organization and the intrinsic degree of influence that each of them exercises within the decision-making framework. The paper would also include case studies that show these factors in action, thereby allowing the reader to visualize their influence on a practical plane within the confines of organizational structure (Karam, 2016).

When it comes to the intimate balance in an employee-organization relationship, several individual as well as collective elements need to be taken into consideration when the instrument of analysis is to be implemented. Moreover, the very use of an instrument of analysis calls for monitoring and data collection, which in and of itself could sometimes become a factor of influence altogether. This is where we come across one of the first factors that might play a crucial role in influencing the decision made by an employee to sever the bond between him/her and the organization that they are a part of. This first factor is the medium or tools used for monitoring employee behavior within an organization, a factor which has been studied extensively by authors like Niehoff & Moorman (1993). In the study conducted by these authors on the influence of monitoring methods on employees perceptions of justice at the workplace, it was found that the very act of monitoring or observing the behavior of employees and documenting it produced negative perceptions towards their roles and obligations within the organization. However, the authors also found that the monitoring methods, if developed with objective and unbiased results in mind, also acted as positive influencers on the overall behavior of the employees owing to their acknowledgement of the fairness surrounding their monitored environment.

The factor of justice and fairness will be a core element that we shall be investigating in this paper when it comes to understanding decision-making amongst employees concerning organizational relationships, both individual and collective. This has been established as a foundational pillar when it comes to the perceptual safety and upkeep of employee behavior, morale and commitment within an organizational context. If fairness does indeed contribute towards increased positivity in terms of employee-organization relationships, the

inclusion of justice and the possibility of fair outcomes within the organizational framework can bring about increased employee retention. These are the lines along which authors like Loi, Hang-yue, & Foley (2006) built their study, analyzing the way in which procedural and distributive justice played a role in strengthening employee commitment and also helped in weakening their intentions to leave. This study of theirs was used to fortify the extent to which organizational support played a role in developing deeper and more committed bonds between employees and organizations.

Other than the cultural and social contexts, the perceptual elements associated with justice and support, along with influence of employee behavior monitoring, authors have explored several other factors within the employee-organization plane of questioning. For instance, authors like Griffin & Danna (1999) focused on employee health and well-being in a workplace, further drawing parallels between the degree of maintenance of these factors and the overall levels of intentionality associated with leaving the organization, retirement or job commitment. Authors like Ulrich, et al. (2007) have further expanded upon factors like justice and fairness in the workplace and their influence by delving into the fabric of ethics within an organization and how it influences employee decision-making. By considering social workers and nurses as the main subjects of their study, these authors were able to outline the levels of job satisfaction and the influential role that the ethical climate and the degree of ethical stress in the organization played in the shaping of the same.

1.1 The Objectives of Research

1. To identify the effect of job stress (Work-Family Culture and Conflict) and employee's Decision on Leave Their Workplace.
2. To find out the effects of Justice Perception and Organizational Control and its impact on employee turnover.
3. To find out the effect of organizational support and employee turnover. (Employee's Decision to Leave Their Workplace).

1.2 The problems of Research

1. An awful match between the worker's abilities and the activity; the prerequisites of a particular activity ought to be deliberately read for the necessary aptitudes, and laborers ought to be tried for the essential capabilities. Use job analyses and job descriptions to minimize the chances of this happening.
2. Substandard equipment, devices, or facilities; on the off chance that working conditions are inadequate or the work environment needs significant offices, for example, legitimate lighting, furniture, bathrooms, and other wellbeing and security arrangements, representatives won't set up with the burden for long.
3. Lack of opportunity for advancement or growth; the job should be described precisely, without raising false hopes for growth and advancement in the position.
4. Feelings of not being appreciated; since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their work.
5. Inadequate or lackluster supervision and training; employees need guidance and direction. New employees may need extra help in learning an unfamiliar job.
6. Unequal or substandard wage structures; inequity in pay structures or low pay is great causes of dissatisfaction and can drive some employees to quit.

II. Literature Review And Hypothesis Development

2.1 Justice Perception and Organizational Control

Some of the major reasons behind an employee's exit from an organization have been rooted in perceived injustice within the scope of being an organization citizen. This has been made abundantly clear by the work done by Niehoff & Moorman (1993) who looked at the intricacies of viewing justice and fairness within an institution from the position of an organizational citizen. In this case, one of the main sources of distrust seemed to be arise from the use of performance monitoring techniques by senior staff. Even though certain positive connotations have been associated with this part of organizational structure and function, the negative connotations seem much more palpable in the grander scheme of things. For instance, a study conducted by Organ (1988) describes the inherent systematic nature of the degradation of organizational citizenship behavior due to the deployment of performance measurement tactics within an organization.

Organizational citizenship behavior, a definition that is crucial for outlining the inherent importance of this particular observation, is essentially extra-role and discretionary behavior exhibited by an employee which falls outside the boundaries defined by the formal reward system within an organization. In other words, organizational citizenship behavior defines the patterns of working which employees exhibit as a direct result of feeling the urge to contribute to the organization in a way that is not forced or dictated by the formal rules and regulations of the institution (Smith, Organ, & Near, 1983). If performance monitoring decreases OCB, then this means that the use of such measures are akin to causing a tear on the fabric of motivation and employee

engagement within the organization. This increases the chances of the employee leaving the organization to a large extent, as the stripping of confidence as well as the enthusiasm that pushes an employee to contribute to the institution outside the bounds of expected duties and responsibilities is the quintessential form of abscission pertaining to organizational commitment. In this case, the environment that the use of performance monitoring methods is coercing into existence is one where employees are not willing to think outside the box and take risks by delving into new forms of innovations and scouring for opportunities that may not be directly visible at the present moment of organizational progression (Graham, 1989). This is the perfect environment where individuals are bound to leave the institution owing to the feeling of increased organizational control over personal freedom in the workplace, a core factor that reduces employee retention.

According to authors like Flamholtz (1979), French, Bell, & Zawacki (1989), and Likert (1961) performance monitoring is a fundamental form of organizational control exercised within institutions and establishments in an attempt to improve employee efficiency. However, these top down managerial control mechanisms have always been the target of organizational development experts as well as human relations personnel, who say that these techniques are the essentially restrictions and limitations when it comes to personal freedom within the workspace. According to authors like Deci (1975) and Brehm (1972) top control mechanisms such as performance monitoring tend to reduce the overall levels of self-determination and competency that employees might feel in an environment that is more respecting of their personal freedom to think outside the box and to go the extra mile without being forced to. The reaction or resistance to these forms of control within an organization amongst employees could take the form of behavioural patterns such as decreasing levels of effort and poor job attitudes, along with the obvious side-effect of a palpable decrease in the overall levels of discretionary behavior on the part of the employees to work "above and beyond the norm" (Niehoff & Moorman, 1993).

The problem with such an environment is that the employee neither has any incentive to indulge in organizational citizenship behavior by directing efforts to do something beyond the accepted norms and parameters of in-task performance, but the very scope to do so is obscured by the immense pressure and contextual importance that is placed on in-task performance. In most cases, even if an employee manages to exhibit simple and initial signs of organizational citizenship behavior over and above the in-task parameters, he/she is often told to focus first on the refinement of in-role behavior rather than those patterns that reached outside the boundaries of said parameter (Larson & Callahan, 1990). Therefore, the survey suggests the following hypothesis:

H₁ There is exists a significant effect of Justice Perception and Organizational Control on employees Decision to Leave from their Workplace.

2.2 Organizational Support

In order to delve deeper into the role that organizational support plays in determining the degree of plausibility as far as an employee leaving his/her position within the framework of an institution is concerned, understanding the relationship between an organization and an employee is the first step that one needs to take. According to authors like Blau (1964) and Gouldner (1960) the relationship between an employee and an organization can be best described as a social exchange that is based on long-term returns and gains, rather than the short-term gains which are often the principle motive of economic exchanges and relationships (Kitana, & Karam 2019). The relationship between an employee and an organization, according to these authors, is built on the premise of a level of reciprocity as well as a common ground of mutuality, especially in terms of gratification. If we are to look at organizational support and its role in determining employee commitment levels, we need to consider the social exchange that defines an employee-organization relationship based on the definition mentioned above. In this case, organization support, or POS (Perceived Organizational Support) is essentially based on the belief system that the employee has constructed within his/her mind regarding the extent to which the organization he/she is associated with values their contributions. At the same time, this belief system also takes into consideration the degree of care that the organization is willing to impart towards the employee in return for his/her contributions (Eisenberger, Huntington, Hutchison, & Sowa, 1986). The first characteristic or building block, which is the personification of the organization involves treating the agents that connect the employee with the core workings of the institutions, which often involves top management such as managers and executives, as the very embodiment of the organization and its identity (Eisenberger, Huntington, Hutchison, & Sowa, 1986). In this case, depending on the way in which the agents behave and interact with the employee, the relationship with the organization is either seen as being benevolent or malevolent (Kitana, & Karam 2017). As far as the second characteristic is concerned, which is the reward system employed by the organization, the employee perceives a good and healthy relationship with the organization as one where the rewards are offered at the discretion of the institution itself, rather than as a direct influence of external parameters, forces or consequences (Eisenberger, Cummings, Armeli, & Lynch, 1997). The more voluntary is the mechanism and the motivation behind the reward system employed by the organization, the more genuine is

the relationship perceived to be, owing to the understanding that the employee has with regards to the act of honest and willful attribution of respect and appreciation on the part of the institution.

All in all, it is seen that based on these two characteristic principles that govern the belief system of an employee with regards to their relationship with the organization, the more is the POS or Perceived Organizational Support, the less likely are they to leave the institution and viceversa. With POS being closely associated with aspects such as job performance, organizational citizenship behavior and organizational commitment, the association with the same to the intention to leave is an especially crucial link in the chain. Authors like Wayne, Shore, & Liden (1997) and Allen (2003) consider the role of POS in defining the intention to leave amongst employees in an organization, or rather the decrease or lack thereof, as a subject of considerable importance, thereby making it imperative to accumulate more empirical data on the same, an aspect that will be taken into consideration in the study at hand. Further, the study has been launched this hypothesis:

H₂ There is exists a significant effect of Organizational Support on employees Decision to Leave from their Workplace.

2.3 Work-Family Culture and Conflict

One of the core aspects, which seems almost unignorable owing to the social context as well as the paradigmatic view of conflict that it represents is the association between work and family values, defined by the phrase work-family culture. Owing to the pervading and omniscient nature of such an aspect, it is extremely crucial that we consider its inherent influence in terms of defining the reasons and the motivations behind an employee's decision to leave an organization. Author like Beauvais & Thompson (1999) have developed specific forms of measurement that are directed at observing and quantifying the extent to which work-family culture can influence aspects such as organizational attachment and benefit utilization amongst other things. According to their observations, a positive work-family culture, which is essentially one where the conflict of interests between family commitments and organizational duties are kept to a minimal, was associated with work-family benefits as well as organizational attachment in a directly proportional manner. The issuance of work-family benefits to employees in an organization was seen as a positive reinforcer of organization and family cultural appropriation. Moreover, the issuance of such benefits to employee as which have the potential to impact family values and economic conditions in a positive way, was also associated with increase organizational attachment or commitment.

Authors like Thomas & Ganster (1995) have further emphasized upon the impact of cohesive family-work relationships that are developed through provisional benefits offered by the organization to the employees and their families. For instance, one of the observations that these authors mentioned in their study was that the issuance of work-family benefits could actually reduce the degree of stress amongst employees to a large extent, especially as far as the stress that arises from balancing multiple roles is concerned. However, a dark side to the relationship between work and family was also revealed through studies like these. It was observed that in numerous organizational contexts or environments, employees were actually reluctant to make use of family-work benefits due to factors such as fear associated with career progression prospects (Perlow, 1995) or professional productivity related aspects (Finkel, Olswang, & She, 1994).

The social context that is built at the workplace has a big role to play in the way in which employees perceive work-family culture, thereby also being a major influencer when it comes to employee retention and leaving behavior. In terms of social context in the organization nothing is a more powerful situational parameter of definition than the groups which employees are associated with as a part of their responsibility within the framework of their enterprise. The groups that employees are associated with also play a major role in determining their overall willingness to adhere to and work within the contexts set by organizational policies (Blau & Scott, 1962). According to Roethlisberger & Dickson (1939), the social context determined by an employee's colleagues and superintendents often act as the core factor that influences attitudinal and decision-making behavior regarding whether the employee adheres to organizational parameters or chooses to run counter to them. Often, the influence of "flesh-and-blood" workers in determining organizational citizenship behavior and organizational commitment is overlooked, where in its place policies and regulations themselves are placed at the helm of the blame most of the times (Simpson, 1989).

In order to delve deeper into the social context and the employee-employer relationships that are maintained from the perspective of family culture and the consideration thereof from the end of the employer, it is crucial to look at the situation from both sides of the coin. In this case, there have been several authors who have tried to understand the motivation behind why employers initiate programs that cater to family-work culture in the first. In this case, it has been observed that other than focusing on developing increased employee commitment and organizational attachment, as is the natural outcome supposed by literature and practical observation, employers often use their programs for their symbolic rather than actual value (Edelman, Christopher, & Erlanger, 1999). According to authors like Westphal & Zajac (1994), organizations often initiate

policies such as long-term incentives for CEOs in order to increase trust and confidence amongst stakeholders. However, the actual implementation of such policies often never happens, owing to the fact that the symbolic purpose of these initiatives and programs are often solved as soon as they are revealed, whereby the actual purpose remains secondary and ultimately, negligible in comparison. In a similar vein, the provision of work-family benefits by organizations has an increasingly singular symbolic purpose, that of increasing external legitimacy and improving reputation, thereby the actual implementation itself being ignored in the mix. This seems to be a major issue as far as the development of increased commitment amongst employees and influencing their perceptions about leaving the enterprise itself are concerned.

There were a few situations and theories that were hypothesized by authors like Blair-Loy & Wharton (2002), who state that the employees in an organization are more likely to make use of family benefits offered by enterprise programs if they are a part of a social group within the framework of the institution which desires, wants and needs such benefits in the first place. This means that individual preferences themselves might not be as sufficient in determining benefit-utilization behavior amongst employees when it comes to such programs. According to authors like Pfeffer (1982), individual behavioral patterns are deeply rooted within social contexts and hence, while determining and understanding these patterns it is necessary to take into consideration the social milieu that surrounds them. Another hypothesis that these authors put forward was the social demographic and its shared characteristics also have a major role in determining the extent to which family benefits are made use of. In this case, the authors hypothesized that a social group within an organization that is constituted of higher numbers of women, parents or married people would be more willing and interested in utilization family-benefits offered by the enterprise as compared to other social demographics.

However, another social resource, especially one which is sourced from supervisors and seniors, is encased in a belief that the perceived negative consequences of using such policies can be mitigated and abated. As mentioned before, authors like Hays (1998) posit that employees often do not agree to make use of family benefits owing to the backlash these decisions could have in terms of professional progression and organizational perception in terms of their motivations and degree of commitment to the enterprise and its values, a fact that is only further emphasized upon through the purely symbolic rather than actual implementation of certain policies and programs. This gives rise to the hypothesis that employees often base their decision to make use of organizational policies based on the amount of social power that they have. In other words, men, individuals with higher average salaries and at executive or senior positions are more likely to make use of such programs, as the negative consequences of the same will not be as harsh as in the case of a junior employee. However, the researcher recommend the following hypothesis:

H₃ There is exists a significant effect of Work-Family Culture and Conflict on employees Decision to Leave from their Workplace.

III. Research Methodology

In this study, a purely secondary method of research was involved owing to the fact that the aim of the paper is to put forward a spectrum of different factors that contribute to the employee's decision to leave an organization. With the amount and the diversity of research that has been done on the subject, this form of methodology allowed us to plumb the depths of the available literature in order to retrieve certain factors and scenarios which hold true even in today's advanced and fast-paced context of social and organizational integration. To carry out this examination, three research methods were employed: A survey of the company employees, interviews with selected HR experts and a review of archival documents. The primary data included an evaluation of the company HR as well as a conducted survey on 357 employees of the company using a questionnaire. The questionnaires were self-administered and non probability sampling techniques used to collect data. A review of archival documents was equally done to throw more light on the company retention strategy thrust in the area of the collective agreement between employees and management regarding incentives. The types of data collected were basically primary data. These were collected using a questionnaire. The questions were framed in a manner whereby the respondents would provide direct information that would help to provide answers to some of the research questions and in testing the hypotheses.

Furthermore, once the journals were outlined and the journal entries accumulated, a thorough investigation of data was done, whereby factors and aspects that contributed to or associated with the influence on employee leaving behavior were outlined in the form of themes. The instrument was used to measure constructs for all latent variables, namely, Justice Perception and Organizational Control, Organizational Support, and Work-Family Culture and Conflict. Each construct contains a set of indicators. Respondents were presented with (21) measurement items grouped under different construct headings. A 5-point interval rating scale system was used in the survey. A reliability and validity test was then applied to examine these predetermined constructs. Specifically, Cronbach's a reliability estimate test and within-scale factor analyses were applied. The former was used to assess the internal consistency of the constructs, while the latter was used to measure the extent to which all indicators in a construct measure the same multivariate construct.

IV. Data Analysis

4.1 Demographic characteristics

	Frequency	%	Mean	Std. Deviation	Variance
Gender	N 357	100	1.5882	.49284	.243
Male	147	41.2			
Female	210	58.8			
Age	N 357	100	2.6667	1.34429	1.807
Under 20	73	20.4			
20-25	109	30.5			
26-35	94	26.3			
36-45	44	12.3			
46-55	19	5.3			
56-64	18	5.0			
Education level	N 357	100	2.7451	1.03832	1.078
High School	59	16.5			
Diploma Certificate	50	14.0			
Bachelor Degree	193	54.1			
Master Degree	33	9.2			
Doctorate	22	6.2			
Monthly income	N 357	100	2.2493	.72440	.525
Up to 8000 AED	60	16.8			
8000 to 16000 AED	148	41.5			
Above 16000 AED	149	41.7			

Table 1. Summary of Survey Respondents

Table 1 indicated that (58.8%) of the respondents are female and (41.2%) are male. Most of them fall between the ages of (20-25) with (30.5%), followed by the age group of (26-35) with (26.3%) and the group of respondent who were (56-64) with (5.0%). There are (16.5%) of the respondents just graduated from high school, (54.1%) from having a bachelor degree, and 14.0% have another educational level including a national diploma. due to the fact that Islamic banks are considered as an international bank with different nationalities; the number of UAE citizens is around 11.5% and the remaining 88.5% made up of expatriate workers. The largest group of non-UAE nationals are South Asian 59.4% (includes Indians 38.2%, Bangladeshi 9.5%, Pakistani 9.4%, others 2.3%), Egyptian 10.2%, Filipino 6.1%, other 12.8%. in it which made it difficult for study to find national respondents. So the reasonable ground to believe that study is dealing with actual employees who have been work in UAE that they take a decision to leave their workplace (Karam, & Kitana 2018).

4.2 Reliability and Validity Test

Cronbach's Alpha	N of Items 21	.923
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.827
Bartlett's Test of Sphericity	Approx. Chi-Square	8012.264
	df	861
	Sig.	.000

Table 2. Reliability Statistics / KMO and Bartlett's Test

Depending on statistics expression of dataset table 2 reliability and validity test of the estimation model, and hypotheses investigation. This study, it intends to determine the factors affecting on employees decision to leave their workplace. According by a study, Cronbach's alpha value should be more than (0.7) then it could be the questionnaire is satisfactory, (Hair, et al., 2009). The reliability test shows the questions consisted of (21) items that the value of Cronbach's Alpha was (0.923), which indicated the bigger value than (0.7) and nearly to 1. That indicates the great reliability for further analysis. The KMO obliged sampling sufficiency with the value bigger than (0.5) for a satisfactory outcome to load on further factor analysis. Variables must be dispensed with for value under (0.5). KMO and Bartlett's test was utilized to indicate the intensity of the relationship through variables (Karam, A. A. 2019). Bartlett's test was another essential sign show the intensity of the relationship through variables. As the result of KMO and Bartlett's test of study variables, the KMO was (0.827) which means bigger than (0.05). It pointed out that the adequacy of sampling was satisfactory. Therefore, Bartlett's Test of Sphericity result shows the level of significance was (0.000) and smaller than (0.05).

4.3 Regression analysis

Model	R ²	A.R ²	Std. Error	Change Statistics			df1	df2	Sig. F Ch.
				R ² Ch.	F Ch.				
1	.805 ^a	.649	.77897	.649	217.268	3	353	.000	

a. Predictors: (Constant), JPOC, OS, WFCC

Table 3. Model Summary of Study

To search the objectives of present research study, the impact between the dependent variable and the independent variables, the researcher used “linear Regression”. The dependent variable was Employee’s Decision to Leave Their Workplace (EDLW =Y) and three independent variables are Justice Perception and Organizational Control (JPOC= X1), Organizational Support (OS =X2) and Work-Family Culture and Conflict (WFCC =X3). These variables are used in the linear regression models: Form Table 3 presents the output model summary, to present the strength of the effect between the independent variables (X) and the dependent variable (Y) which is measured by the relationship, regarding the factor affecting on study the results were shown, (R=0.805) which shows a reasonable positive correlation with the R Square value (0.649) shows the independent variables explain 64.9% of the variance in adoption that the study factors influencing on employee’s decision to leave their workplace. It means about (64.9 %) of the variation in employee’s decision to leave their workplace can be described by the variation in Justice Perception and Organizational Control, Organizational Support, and Work-Family Culture and Conflict (Sleimi, et al., 2018).

4.4 Anova^a analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	395.507	3	131.836	217.268	.000 ^b
	Residual	214.196	353	.607		
	Total	609.703	356			

a. Dependent Variable: EDLW

b. Predictors: (Constant), JPOC, OS, WFCC

Table 4. Anova^a results

In Table 4, the ANOVA illustrates information about levels of variance within a linear regression model which is utilized for coefficients’ significance test. One-way ANOVA analysis shows that acceptance of (EDLW) toward (JPOC=X1, OS=X2, and WFCC=X3) is statistically significant because F-value is statistically significant, F (217.268). The p-value is less than 0.05 (P=0) which means that at least one of the four predictor variables can be used to model employee’s decision to leave their workplace.

4.5 Coefficients^a analysis

Model		Unstandardized Coefficients		Std. Error	Standardized Coefficients		t	Sig.
		B			Beta			
1	(Constant)	-.534		.190			-2.804	.005
	JPOC	.325		.051	.232		6.428	.000
	OS	.472		.036	.490		12.972	.000
	WFCC	.284		.042	.273		6.756	.000

a. Dependent Variable: EDLW

Table 5. Coefficients^a Results

The coefficient test is used to find the most effective factors, according to the coefficients Table 5, the highest coefficient is possessed by organizational support which is equal to (0.472) with highest t-statistic (12.972) and p-value of (0.000). Further, the work-family culture and conflict has the lowest coefficient with a weight of (0.284). It illustrates that one standard deviation increase in organizational support was followed by 0.472 standard deviation increase in employee’s decision to leave their workplace, provided that (JPOC=X1, OS=X2, and WFCC=X3) are left unchanged. It can be explained for both other independent variables in the same way. Therefore, this model can be used for an estimation objective.

4.6 Hypothesis testing

Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
(JPOC)	91.976	356.000	3.86835	3.7856	3.9511	
(OS)	83.321	356.000	3.77311	3.6841	3.8622	
(WFCC)	80.201	356.000	3.69468	3.6041	3.7853	

Table 6. One-Sample Test

The hypotheses testing assume that there is a significant difference between the population mean and the sample mean. It indicates that all hypotheses alleged that the independent variables at least one of them had a linear relationship versus the employee's decision to leave their workplace dependent variable. As per output of One-Sample T-test the justice perception and organizational control, organizational support, work-family culture and conflict hypotheses were respectively shown (3.86835, 3.77311, and 3.69468 with a mean difference, while the t-statistic respectively are 91.976, 83.321, and 80.201 therefore, all variable were shown significance at (2-tailed) which means P-value were (0.000). If the hypotheses of the study show significance level α at (0.05) and used the critical value approach to conducting study hypotheses test, the researcher would reject the hypothesis if the P-value were greater than (0.05). Hence, the result indicates the significant contribution to the model. Since H1, H2, and H3, hypotheses are not bigger than 0.05, the survey fails to reject any hypotheses. That is the One-Sample T-test has insufficient evidence (Karam, & Saydam 2015). Furthermore, the One-Sample T-test result shows all hypotheses were supported and accepted. Moreover, the research has shown a sufficient sample size of 357, and that indicates to enough valid data were collected.

V. Discussion

As per the research material gathered for the study and the themes that were outlined for the same, it was found that certain factors play a bigger role in determining employee leaving behavior as compared to others. These factors included the use of monitoring methods to document employee behavior, justice perceptions amongst employees determined through organizational support, organizational citizenship behaviors and the facets that contribute to the same and work-family culture and benefits that are offered by organizations. According to the study, all of these factors have a role to play in the decision-making process of an employee who chooses to leave an organization, owing to the fact that these factors themselves offer a powerful social and organizational context to influence such behavior. As a result of outlining these factors, it was seen that the degree or extent to which they influence the social context around the employee determines the overall role that they play in determining employee retention. For instance, if an organization that contains employees who are used to being in social groups where levity and more open means of working are tolerated and cherished, the use of monitoring methods could have a larger role to play in employee leaving behaviors as compared to an organization where responsibilities and task-based duties are integrated into enterprise framework as a natural and consistent part of everyday activities.

The more noteworthy the work fulfillment the more outlandish it is the turnover, in this manner affirming past writing that an individual with an elevated level of occupation fulfillment holds an uplifting disposition toward the work and on the other hand the individual who is disappointed with the work holds a negative frame of mind about the work. It implies that employees who are happy with their work will hold their occupations and not quit. So an expansion in work fulfillment will bring about a diminishing in worker turnover or decision to leave their workplace.

VI. Conclusion And Recommendations

It is apparent that the social context and the major factors that contribute to them are the main elements that need to be understood and thoroughly studied further in order to take control of employee retention. In other words, merely focusing on policies and organizational strategies instead of taking into consideration the social fabric and culture that the organization brings into existence is not the perfect way to deal with employee leaving behavior. At the same time, the focus at this point of time for both scholars and organizations themselves is to understand and outline the development of perceptual and behavioral elements that derive from the factors mentioned above. In other words, the amalgamation of social context and the factors, such as monitoring methods and work-family benefits, need to be considered as merely the stepping stones that help in reaching deeper towards the root cause of behavior patterns such as those which lead to or lead away from employee retention. Owing to the outlining of such factors, it becomes clear that the social context within the organization is malleable and can be influenced, thereby providing senior executives with the chance to take culture and social understanding of the collective employee workforce into consideration while making policies and implementing new strategies or programs.

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