

Job Satisfaction and Employees' Turnover Intentions (An Empirical Study of Universities in Saudi Arabia)

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Abstract:

This study investigates the connection between employees' intentions to turnover their jobs and their level of job satisfaction at Saudi Arabian universities. A valid and trustworthy questionnaire including aspects like pay, advancement, leadership quality, benefits, recognition, working conditions, and communication was used to gather data from 274 employees using a quantitative research approach. Software called SPSS-20 was used to examine the gathered data.

The investigation of the significant effects of job satisfaction on turnover intentions was done using simple regression analysis. There was a notably positive correlation found between the variables under investigation. According to the data, the main factors influencing increased turnover intentions are inadequate recognition, unfavourable working conditions, and little prospects for promotion. On the other hand, decreased turnover intentions were linked to leadership quality and job satisfaction. The study emphasizes how important job satisfaction is in determining how long employees stay in academic environments. In the context of Saudi Arabian universities, their findings are noteworthy because they offer information that can guide the development of staff well-being and turnover rate reduction strategies. Nevertheless, the cross-sectional methodology of the study and its concentration on a particular regional context limit it, indicating the need for additional research to generalize these findings over time and in diverse settings. To further our understanding of the relationships between job satisfaction and turnover intentions, future research should examine longitudinal trends, integrate qualitative methodologies, and consider larger demographic and cultural aspects.

Keywords: Turnover intentions, Job satisfaction, KSA universities, Leadership quality, Staff well-being.

1. Introduction:

1.1. Aims and context of project:

In today's competitive business world in Saudi Arabia, it is essential for any University in Saudi to manage employee turnover and ensure job satisfaction to perform efficiently for any organization (Benko & Weisberg, 2007). This is especially important in any university due to the newly established sectors and the current organizations that serve as key enablers in achieving Vision 2030 objectives such as NEOM, Public Investment Funds, and Red Sea Global.

Several researchers have reported turnover occurs for various reasons. At some point, public or governmental jobs attract employees to leave the previous one (Campion, 1991). Another important reason is the dissatisfaction of employees in their current workplace (Campion, 1991). Turnover is a critical issue in any University, in today's competitive business world organizations try to reduce their turnover rate and save their cost, where turnover cost is composed of recruiting, selecting, hiring, and training employees. For this reason, organizations ought to pay close attention to employees' job satisfaction too.

When it comes to organizational success, one of the most thoroughly researched core components of the business is job satisfaction. The main goal of this study is to investigate job satisfaction and its impact on turnover intention among employees of certain Saudi universities. According to a study on the same topic, the administrative staff at Northern Border University was rather happy with their working conditions, which allowed them to be productive and secure while also reducing employee turnover. Since the university believes that its employees are its most valuable resource. (AL-Maaitah, 2021).

The objective of this research is to examine the relationship between job satisfaction and job turnover among both academic and non-academic staff at multiple universities in Saudi Arabia. The study aims to explore how various factors, including pay, opportunities for promotion and growth, job security, working conditions, leadership quality, and recognition, influence the likelihood of faculty members and administrative staff leaving their positions. The research seeks to understand the extent to which job satisfaction plays a role in turnover decisions within the context of these universities.

1.2. Statement of the problem:

This research seeks to remedy the high rate of employee turnover in Saudi Arabia universities problem by finding out the relation between job satisfaction and turnover intention and by

analysing the literature review of job satisfaction and employees' turnover intention among the employees of these universities.

At the start of 2018, a public university in Jeddah employed over 1,200 people. Over the next four years, there has been a noticeable rise in Saudi employees' turnover, with the rate now around 25% higher than it was at the start of 2018. Accordingly, the high employee turnover rate in Saudi Arabia universities has become a significant issue that needs to be addressed.

1.3. Research Questions:

This study seeks to obtain data which assist to answer the following questions:

1. What is the relationship between job satisfaction and employees' turnover intention among faculty members and administrative staff in Saudi universities?
2. How do factors such as job satisfaction with (a) pay; (b) opportunity for promotion and growth (c) security;(d) working condition;(e) leadership quality ;(f) recognition influence faculty members and administrative staffs' turnover intention in the university?

1.4. Research Objective:

The primary objective of this research is to conduct an empirical study on the importance and effects of job satisfaction and turnover intention among employees in universities in Saudi Arabia. The study aims to examine the relationship between job satisfaction and employee turnover, providing evidence and insights into this connection. By investigating these factors, the research seeks to contribute to a better understanding of the dynamics between job satisfaction and turnover among universities employees.

1.5. An overview of Study Method

1.5.1. Research Design:

The research design for this study can be characterized as quantitative and cross-sectional. It aims to collect data from a sample of universities' employees in Saudi Arabia, to explore the relationship between job satisfaction and turnover intention.

1.5.2. Methodology:

The study adopts a positivist approach, seeking to measure and analyze quantitative data to test relationships and draw generalizable conclusions.

1.5.3. Data Collection:

The survey will focus on job satisfaction and turnover intentions, covering pay, promotion,

work condition, leadership Quality, and recognition, using Likert-scale and multiple-choice questions for precise feedback.

1.5.4. Data Analysis:

The collected survey data will be analyzed using SPSS. Inferential statistics, such as correlation analysis or regression analysis, may be employed to examine the relationship between job satisfaction and turnover intention.

2. Literature Review

Employee job satisfaction and turnover intention are critical areas of concern in contemporary organizational research, especially within the dynamic landscape of higher education institutions. Job satisfaction refers to an individual's overall contentment and fulfilment derived from their work experiences, encompassing various facets such as the nature of the job, organizational culture, and relationships with colleagues and superiors (Locke, 1976). On the other hand, turnover intention pertains to an employee's inclination or predisposition to leave their current position within an organization (Mobley, 1977). The intricate interplay between job satisfaction and turnover intention has been a subject of substantial scholarly attention, given its profound implications for organizational stability, productivity, and employee well-being.

In the specific context of universities in Saudi Arabia, a region marked by cultural richness and economic growth, understanding the factors influencing job satisfaction and turnover intention among academic staff is of paramount importance. Saudi Arabian universities play a pivotal role in the nation's progress, contributing to the dissemination of knowledge, fostering innovation, and shaping the future workforce. However, the challenges inherent in the academic environment, coupled with cultural nuances, necessitate a focused exploration of the dynamics between job satisfaction and turnover intention within this unique setting.

The academic workforce, comprising professors, researchers, and administrative staff, forms the backbone of university operations. The effectiveness and sustainability of these institutions hinge on the job satisfaction levels of their employees, as content and motivated staff are more likely to contribute positively to the academic community. Conversely, high turnover rates can disrupt institutional continuity, hinder knowledge transfer, and impact the quality of education and research output.

This research endeavours to delve into the nuanced relationship between job satisfaction and turnover intention within Saudi Arabian universities, examining the factors that influence these

phenomena. By gaining insights into the intricacies of job satisfaction and turnover intention in this specific context, we aim to contribute valuable knowledge that can inform organizational strategies, enhance employee well-being, and promote the long-term stability and success of academic institutions in Saudi Arabia. Through an empirical study, this research seeks to bridge existing gaps in the literature and provide actionable recommendations for both academic administrators and policymakers.

Job Satisfaction:

Job satisfaction is “a pleasant or positive emotional state resulting from one’s assessment of work or work experience” (Locke 1976). The term "job satisfaction" describes how happy, fulfilled, and content a person feels about their employment overall. It stands for an employee's subjective evaluation and perspective of their position and experiences associated to it. A number of factors contribute to job satisfaction, such as needs, expectations, and goals being met at work. A person's job satisfaction may be influenced by a variety of factors, but they frequently include things like the nature of the work itself, chances for professional development, connections with coworkers and managers, work-life balance, pay and benefits, incentives and recognition, and organizational culture. Positive outcomes including higher motivation, engagement, productivity, and loyalty to the company are typically linked to high job satisfaction. Additionally, it may lead to decreased rates of employee turnover as well as enhanced general wellbeing and productivity. On the other hand, unhappiness with one's employment can have detrimental effects on one's motivation, intention to turnover, absenteeism, and productivity. It might also have an effect on a person's physical and mental health, which could cause stress and lower their level of happiness with life in general. It is imperative to acknowledge that job satisfaction is a subjective phenomenon that can exhibit significant inter-individual variability due to the diversity of requirements, interests, and values across individuals.

Zhu, Y. (2013) delves into the nature of job satisfaction as an attitude. Drawing from the works of Eagly, Chariken, Robbins, Coulter, and others, his paper defines attitude as a psychological inclination toward liking or disliking a particular entity. Job satisfaction, therefore, represents an evaluative statement or attitude toward one's job. He explains that job satisfaction consists of cognitive, affective, and behavioral components, with a particular emphasis on the affective component. The definition of job satisfaction is further explored, tracing its origins in the research of Fisher, Hanna, Churchill, Locke, Organ, Near, Brief, Moorman, Motowidlo, Weiss, Harrison,

and others. The paper highlights that the definition of job satisfaction has evolved over time, incorporating multiple perspectives and shifting from an overall perception to specific cognitive evaluations. Different scholars have emphasized aspects such as affective evaluation, working conditions, development opportunities, and individual judgments of job satisfaction.

Turnover Intention:

The pace at which workers depart or willingly leave their employment within a company is referred to as employee turnover. This metric measures the quantity or proportion of workers who quit their jobs within a given time frame, usually on a yearly basis. Employees may leave their jobs in search of better prospects elsewhere, be dissatisfied with their jobs or the working environment, want to grow in their careers, retire, or be fired. Elevated employee attrition rates may provide detrimental consequences to establishments, including escalated expenses for hiring and onboarding, reduced output, and interrupted business continuity. On the other hand, low turnover rates can support organizational success and stability as they are frequently a sign of a stable workforce.

According to Wah et al. (2012), job satisfaction is correlated with employees' turnover intentions. This means that employees' intentions to turnover their jobs are associated with the level of satisfaction they derive from their work. Employees who experience high job satisfaction are more likely to be happy in their current positions and less inclined to search for other job opportunities. On the other hand, dissatisfied employees tend to actively explore alternative job options and desire to find more fulfilling work.

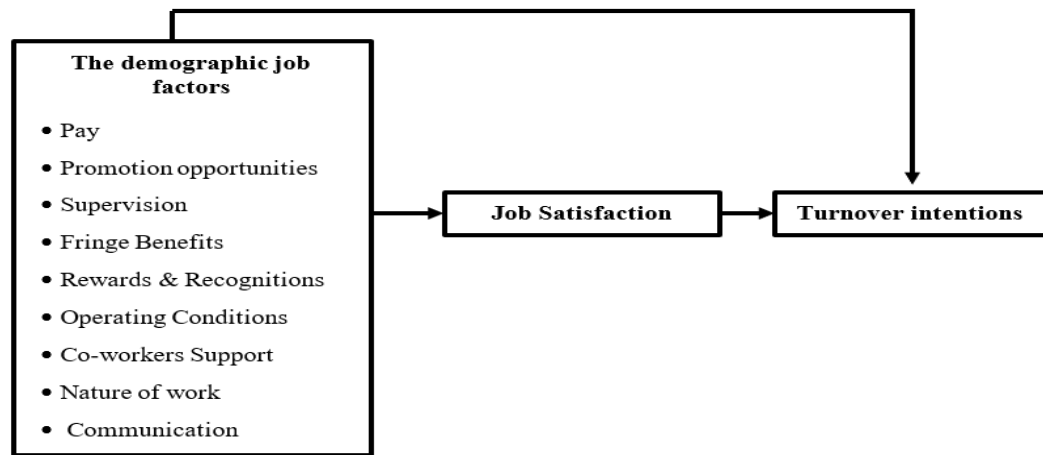
High employee turnover poses potential costs to companies, including the loss of invested training, decreased performance levels, and expenses related to recruitment and training. Therefore, organizations should strive to minimize turnover intentions among employees. A high level of turnover intentions indicates that the company is unable to provide satisfactory conditions for its employees and serves as a measure of the quality of human resource empowerment.

Various factors contribute to turnover intentions, including voluntary and involuntary factors, as outlined by Memon et al. (2016). Individuals who evaluate alternative job opportunities are more likely to express turnover intentions in the hope of finding greater job satisfaction elsewhere.

Compensation is one factor that can influence job satisfaction. According to Santoni, A. (2018), the compensation awarded to employees significantly impacts their job satisfaction, work motivation, and overall performance. In the plastic industry, it has been observed that the daily payment system, where employees receive their wages every Saturday, can increase the likelihood

of employees easily moving to other companies, thus contributing to turnover intentions. Additionally, the presence of similar companies in the surrounding environment can also increase turnover intentions among employees.

The working environment is another factor that affects job satisfaction. It encompasses the physical, emotional, and relational aspects of the workplace. A suitable working environment, including factors such as lighting, temperature, noise control, and available space, can have a positive impact on job satisfaction. Employees who have high job satisfaction are more likely to exhibit low absenteeism, remain in their positions for the long term, work harder, and achieve better results. Trust in management also plays a crucial role in job satisfaction, as employees view themselves as valuable assets rather than commodities to be exploited.



(Figure 2.1: The proposed model of the Job Satisfaction and Employees’ Turnover Intentions)

Relevant literature:

The research described in the document titled *"The impact of job satisfaction on the employees’ turnover intention at public universities (Northern Border University)"* focuses on examining the relationship between job satisfaction and employee turnover intention at Northern Border University (NBU) in Saudi Arabia.

The study primarily focuses on non-academic (administrative staff) employees and their level of job satisfaction. The researchers aimed to develop an incentive initiative to address turnover issues by increasing remuneration. The findings of the study indicated that the job satisfaction level among administrative staff at NBU was high. The level of job satisfaction was influenced by gender, with male staff members reported to be more satisfied than their female counterparts.

Additionally, staff members with shorter tenure and lower qualifications and job levels had higher levels of job satisfaction compared to those with longer tenure and higher qualifications and job levels.

The research also highlighted the importance of factors such as work motivation, work quality, workforce environment, working conditions, and incentive programs in influencing job satisfaction. Other studies mentioned in the document discussed the relationship between job satisfaction and turnover intention in different contexts and industries, such as nursing and high-tech enterprises. Overall, the research suggests that job satisfaction plays a significant role in influencing employee turnover intention. Understanding the factors that contribute to job satisfaction can help organizations develop strategies to improve employee retention and organizational success.

2-Santoni, A, Harahap, M. (2018). The Model of Turnover Intentions of Employees. This research aims to examine the impact of leadership, work environment, compensation, and job satisfaction on turnover intentions of employees in the plastic industry of household appliances in Jakarta. The study used a sample of 260 respondents selected through proportionate random sampling from a population of 6226. Data analysis was conducted using structural equation modeling (SEM) with the LISREL8.51 program. The findings revealed that leadership, work environment, and compensation had a significant positive effect, either partially or jointly, on job satisfaction, accounting for 46% of the variance. However, the remaining 54% was influenced by other factors. Compensation was found to have the most dominant partial effect on job satisfaction. Leadership, work environment, compensation, and job satisfaction collectively or individually had a significant effect on turnover intentions, explaining 67% of the variance. Job satisfaction emerged as the most influential factor in employees' turnover intentions.

Resource management plays a crucial role in the progress and success of a company. Effective leadership is essential for maximizing employees' potential and fostering their professional growth. A visionary leader sets the direction for the organization and serves as a role model. Retaining employees is vital for companies as turnover incurs costs related to recruitment, training, and performance loss. Job satisfaction is closely associated with turnover intentions, as satisfied employees are less likely to seek alternative employment. Conversely, dissatisfied employees tend to evaluate other job options in search of greater satisfaction. Employee turnover poses significant costs to companies, including expenses invested in training, sacrificed performance levels,

and recruitment costs. Thus, companies should strive to minimize turnover intentions among their employees. Compensation is a crucial factor affecting job satisfaction, as it influences employees' motivation and the quality of their work. The payment system in the plastic industry, which follows a weekly salary model, may increase the likelihood of employees seeking opportunities elsewhere. Additionally, the presence of similar companies in the environment can further contribute to turnover intentions. The working environment also plays a crucial role in employee satisfaction. Besides encompassing the physical conditions of the workplace, it also includes the relationships among employees and the level of service provided by the company.

A positive working environment positively influences job satisfaction. Satisfied employees exhibit lower absenteeism, long-term commitment to the organization, increased productivity, and higher levels of achievement. Management's treatment of employees as valuable assets, rather than commodities, fosters trust and active engagement. The plastic industry in Jakarta faces challenges related to turnover intentions due to the high demand for goods. This study aims to examine the turnover intentions in the plastic household industry, which consists of 26 companies. The high turnover rate in this industry incurs significant costs. Therefore, reducing turnover intentions is crucial for the effective empowerment of human resources. The study is based on employee turnover data from 2015 to 2017, which indicates an increasing trend. In conclusion, the research findings emphasize the importance of leadership, work environment, compensation, and job satisfaction in influencing turnover intentions among employees in the plastic industry. Improving job satisfaction through effective leadership, favorable work environments, and appropriate compensation practices can significantly reduce turnover intentions. Companies should prioritize employee satisfaction and strive to create an environment that fosters trust, engagement, and professional growth.

3-Kebede, A, Fikire, A. (2022). Demographic and job satisfaction variables influencing academic staffs' turnover intention in Debre Berhan University, Ethiopia. This research explores the factors that contribute to turnover intention among academic staff in the university. The study adopts a quantitative research approach and collects primary data from 265 academic staff members using stratified and simple random sampling techniques. The findings reveal that pay and benefits, working environment, and ethnicity are significant factors influencing academic staff turnover intention.

The study suggests that in order to address turnover intention, the university's management and the Ministry of Education should consider increasing staff salaries based on the current labor market, providing additional benefits such as residential housing, health insurance, and credit services, and fostering political stability to minimize ethnic-based conflicts.

The study highlights the importance of addressing turnover intention as it can have negative consequences for organizations, including decreased morale, increased stress levels, and reduced employee effectiveness. Moreover, it emphasizes the need for further investigation into the impact of demographic factors such as age, sex, marital status, and education level on turnover intention among academic staff.

Overall, this study provides insights into the factors influencing turnover intention in an academic setting and offers recommendations for addressing this issue in Debre Berhan University, Ethiopia.

4-Ahn, J, Chaoyu, W. (2019). Job stress and turnover intention revisited: evidence from Korean firms. This article explores the relationship between job stress and turnover intention among employees in Korean public companies. The authors investigate the impact of job stress on turnover and the process through which job stress affects employee turnover. They find that job satisfaction mediates the relationship between stress and turnover intention. Additionally, the authors examine whether perceived organizational justice can mitigate the negative effects of job stress on turnover intention. However, they find no strong evidence of moderating roles of perceived organizational justice. The study concludes that there is a significant positive relationship between job stress and turnover intention, partially mediated by job satisfaction, and that perceived organizational justice does not effectively mitigate the impact of job stress on employee turnover.

5- Farooq and others (2022). Identification and Analysis of Factors Influencing Turnover Intention of Pakistan IT Professionals: An Empirical Study. paper focuses on investigating the factors that influence turnover intention among IT professionals in Pakistan's software and IT industries.

The paper begins with an abstract summarizing the research study. It highlights that while IT organizations benefit from skilled employees, they also face challenges due to high turnover intention. Factors such as lack of management support, low compensation, poor relationship with supervisors, limited development opportunities, and work stress contribute to turnover intention.

The study aims to identify and evaluate these factors empirically.

To conduct the study, a systematic literature review (SLR) is first performed to identify relevant factors from existing research. A survey is then conducted with 250 professionals from Pakistan's IT and software industry to evaluate these factors. The collected data is analyzed using regression analysis in SPSS and Warp-PLS. The findings reveal that factors such as recruitment and selection, team and management support, performance and career management, salary and compensation, employee commitment, job security, recognition, organizational demographics, and personal demographics (with job satisfaction as a mediating factor) significantly impact IT professionals' turnover intention. However, age and gender do not have a significant impact.

The paper concludes that IT professionals are more likely to stay in an organization if they are provided with better compensation plans, career growth opportunities, and management support. The practical implications of the study are relevant for top management in IT and software organizations, as it can help them retain skilled employees and reduce revenue loss.

The document also includes an introduction that explains the concept of employee turnover and turnover intention, emphasizing the negative impact it has on organizational performance and productivity. It mentions that turnover intention is particularly significant in the IT and software industry, which has experienced significant growth in recent years. The paper provides statistics on the growth of the IT industry in Pakistan and the challenges associated with high turnover intention.

6- Alam, A, Asim, M. (2019). Relationship Between Job Satisfaction and Turnover Intention. The researchers aimed to investigate the impact and relationship of various factors such as satisfaction with organizational policies and strategies, supervision, compensation levels, task clarity, and career development on turnover intention.

The study collected data from 400 nurses working in different hospitals in Karachi. An instrument based on five facets of job satisfaction and turnover intention was developed to assess the level of job satisfaction and turnover intention among the participants. The findings revealed that satisfaction with organizational policies and strategies, supervision, compensation levels, task clarity, and career development all had a significant negative correlation with turnover intention. Additionally, overall job satisfaction was found to have a significant negative association with turnover intention.

The article highlights the importance of job satisfaction in influencing turnover intention among nurses. It emphasizes the need for organizations to pay attention to factors such as compensation,

supervision, and career development to enhance job satisfaction and reduce turnover intention. The study also emphasizes the significance of creating a supportive work environment and fostering strong colleague relationships to improve job satisfaction and decrease turnover intention.

Overall, the document provides insights into the relationship between job satisfaction and turnover intention among nurses and underscores the importance of addressing job-related factors to promote job satisfaction and reduce turnover in the healthcare sector.

3. Research Hypothesis:

Based on the previous research, this study is formulated to examine the role of Job Satisfaction on intentions for turnover among employees (academic and administrative) in universities in Saudi Arabia.

H1: there is a statistically significant relationship between job satisfaction and employees' turnover intentions.

Research Gap

There is a need for more comprehensive studies that specifically focus on job satisfaction and turnover intentions among employees in universities in Saudi Arabia. The document highlights the importance of job satisfaction and its impact on turnover intentions, but it does not delve into specific factors or dynamics that are unique to the university context in Saudi Arabia. Further research could investigate the specific factors that contribute to job satisfaction and turnover intentions among university employees in Saudi Arabia. This could include examining factors such as pay, promotion, Leadership Quality, benefits, Recognition, working condition, co-workers, nature of work and communication on job satisfaction and turnover intentions in

Additionally, many research do not address potential differences in job satisfaction and turnover intentions among different employee groups within universities, such as faculty members, administrative staff, or support staff. Exploring these differences and understanding how job satisfaction and turnover intentions vary across employee groups could provide valuable insights for developing targeted interventions and strategies to address turnover in specific areas.

Furthermore, a lot of research do not discuss the potential moderating or mediating factors that may influence the relationship between job satisfaction and turnover intentions among university employees in Saudi Arabia. Investigating these factors, such as organizational support,

job embeddedness, or alternative job opportunities, could help to better understand the complex dynamics and mechanisms at play in the relationship between job satisfaction and turnover intentions.

4. Research Methodology

Research methodology is a wider concept than the research method. In research methodology the researcher aims to discuss, how he can be able to carry out his survey, through determination of population and sample of the study, and the methods used in the process of the survey, and the suitable statistical techniques and models used to analyze the collected data.

As stated by (C.R. Kothari, 1989, P:11) the research methodology is a way to systematically solve the research problem, in addition to that it may be understood as a science of studying how research is done scientifically, and the logic behind that. Research methodology also is argued by Harvey Maylor & Kate Blackmon (2005) as is intended to describe how to translate the research perspectives into a way of studying the world. A research methodology may be implemented through several different research designs, the plan for conducting the study, through translating the research methodology into specific research methods, the techniques you use to collect and analyse data.

This current research purpose is to examine the impact of job satisfaction on turnover intention among the employees in universities in Saudi Arabia and to demonstrate the relationship between job satisfaction and employees' turnover.

4.1. Study Design and approach

A research design is not just a work plan, the research design deals with a logical problem under investigation. That is, the research design is the comprehensive plan that connects the conceptual research concerns to the relevant empirical study. This study is substantially an empirical study; therefore, for answering and testing research hypotheses, this research adopted a quantitative research method in order to generate numerical data and seek to establish relationships between variables (demographic job factors, job satisfactions and turnover intentions).

4.2. The study population

The population of a study was defined by (James H. Mcmillan, 1996, P:85) as a collection of items or cases, whether humans, objects, or events, that meet specified criteria and will be used to generalize the research findings. This group is also known as the target population or universe.

Based on the research main objective set to examine the factors that determine job satisfaction, which in turn affect employees' turnover in Universities in Saudi Arabia, the target population which this study seeks to generalize about, includes all employees (Academic and administrators) working in the Universities in Saudi Arabia, all regions, with estimated size (154,726). This study was conducted in different Universities, different regions in Saudi Arabia.

Where the study community consists of all administrative and academic staff in the universities of the Kingdom of Saudi Arabia, totalling 154,726 employees. The study sample has been determined using calculator.net. The study sample consists of 90% confidence level and a 5% margin of error, which equals 272 employees from the administrative and academic staff of the universities in the Kingdom of Saudi Arabia, in order to answer the study's questions.

Table 4.1: shows the size of the study sample.

Confidence level	90%
Margin of Error	5%
Population proportion	50%
Population Size	154,726

4.3. Sampling frame and numbers

The sample is a collection of elements or a single element from which data is obtained. When the researcher specifies the sampling procedure used to select the sample, he/she will choose this sample from the population of the study. The objective of sampling is to gather a group of people who will be representative of the wider population or will offer the necessary information (James H.M, 1996). Furthermore, usually samples are drawn from a population that the study aimed to study. Generally, as argued by Adam (2008) that samples are divided into two broad categories: random and non-random. They are also called probability and non-probability samples. Each type of sample is subdivided into 4 categories. Random samples include simple random sample, stratified random sample, the systematic random sample, and the cluster random sample. On the other hand, non-random samples include convenience samples, quota samples, purposive or judgmental samples, and snowball samples. In purposive sampling or judgmental sampling, particularly, the researcher selects elements from the population that will be representative or informative about the topic.

Based on the researcher's knowledge of the population, adjustment is made about which cases should be selected to provide the best information to address the purpose of the research.

Therefore, in this study the sample of the study as a simple random sampling with size (272) including administrators and Academics is selected. After distributing the questionnaire form to the sample, a total number of 274 valid questionnaires with complete responses were returned back.

4.4. Data Collection instruments

Research methods as described by (C.R. Kothari, 1989, P10), may be defined as all of the methods and techniques utilized in conducting research. Thus, research procedures or techniques refer to the approaches that the researcher employs when performing his investigation. The research methodologies are categorized into three groups:

- 1- The first group consists of ways for collecting data. These strategies are employed when the data alone is insufficient to arrive at the desired solution.
- 2- The second group includes statistical approaches used to build correlations between data and unknowns.
- 3- The third group includes methods for determining the accuracy of the results obtained.

The final two categories are commonly referred to as research analytical instruments.

Based on the above, a questionnaire as an instrument in this study has been constructed to collect quantitative data in order to answer the basic research questions and test the underlying hypotheses. The designed questionnaire method in its basic form consists of ten subscales including job satisfaction determinants (pay, promotion, Leadership Quality, benefits, Recognition, working condition, co-workers, nature of work, communication and turnover intention), each subscale was consisting of four items. The questionnaire method used Likert Scale 5-points to measure the sample of the study rating for the subscales items as follows: (5= Strongly agree, 4=agree, 3 =neutral, 2 =disagree, 1= Strongly disagree).

4.5. Questionnaire Design

Questionnaires are a set of questions used to collect and record data on a given topic. They are designed to be clear and straightforward. Instructions, as well as ample space for administrative information and answers. Questionnaires should clearly define the intended use of results and separate specific targets relevant to the study's research objectives.

Participants should be told about how and when they will receive feedback on research outcomes to ensure they understand the stated objectives (Adams & Cox, 2008).

Questionnaires are often associated with quantitative research, indicating a correlation between the two. How many? How often? How satisfied are you? Questionnaires can be used in several survey circumstances (Greasley, [108] 2008).

In this research the Questionnaire were utilized from previous study (Paul E. Spector 1994,) and (Albaqami, A. 2016,) which adapted it for the purpose of this research study.

4.6. Development of the Questionnaire

4.6.1. Questionnaire Outline

This questionnaire is designed to gather insights into employee satisfaction and turnover intentions within universities in Saudi Arabia. By understanding their views, we aim to improve the workplace environment and enhance employee retention. The responses will remain confidential and be used solely for development purposes.

Section A: Background Information

To better understand our employees' different backgrounds and how they might relate to job satisfaction and plans to leave, this section gathers basic demographic data.

Section B and C: Employee Satisfaction and Turnover Intention

This section aims to learn about plans regarding staying or leaving the organization, as well as how satisfied the employees are with different areas of your job.

4.6.2. Distribution of Questionnaires

The questionnaire was written on Google Drive, and then the link was copied and shared with the study sample through WhatsApp and email. The researcher was able to collect 274 completed questionnaires, which represents a 100% completion rate, and this sample was used for statistical analysis.

4.6.3. Challenges in Data Collection

The challenges were encountered in distributing a Google Form to universities in Saudi Arabia and the subsequent lack of responses. The language barrier, particularly the limited English proficiency among employees, has further compounded the difficulty of obtaining an adequate number of responses.

4.7. Data Analysis Methods and Techniques

The data collected have been entered into Statistical Package for Social Sciences (SPSS) program, Version 20, after being coded, and labelled. To analyse the data collected the researcher employed descriptive statistics including means, standard deviation, in addition to that simple and multiple regression analysis was performed to answer the research questions. Furthermore, Person's correlation coefficient had been used to measure the questionnaire survey method validity, whilst Cronbach's Alpha Coefficient had been used to measure the questionnaire method reliability.

4.8. Questionnaire Reliability

The questionnaire reliability was tested through using Cronbach's Alpha coefficient as in the table below:

Table 4.2: shows reliability statistics for the questionnaire method

No. of items	Alpha Cronbach's
36	.932

It was clearly noticed from the above statistics that, Cronbach Alpha coefficient value was reaching (0.93) which is sufficient to guarantee that the questionnaire method has a very high reliability and validity. That means the questionnaire is suitable to collect the data need to achieve the research objectives.

5. Result and Discussion

This chapter covers the data interpretations and analysis of the study. This study covers a sample of 274 employees working in Universities in Saudi Arabia. The selected employees were non managerial level.

This research main objective is to examine the relationship between employee’s satisfaction and job turnover intention among the employees of Saudi Arabia Universities. This objective was achieved through determining the main factors that affect employee’s job satisfaction, which in turn affect turnover intention amongst the employees. Furthermore, the study would concentrate on answering the main research questions, which were as follows:

1. What is the relationship between job satisfaction and employees’ turnover intention among faculty members and administrative staff in Saudi universities?
2. How do factors such as job satisfaction with (a) pay; (b) opportunity for promotion and

growth (c) security;(d) working condition;(e) leadership quality ;(f) recognition influence faculty members and administrative staffs' turnover intention in the university?

Based on the above, data analysis part has been divided in to three sections. First part had deployed to analyze and present background and general information the respondents (sample profile). The data analysis at the second place had deployed to measure the employees' respondents' attitudes towards the variables that affect job satisfaction that include nine variables (pay, promotion, Leadership Quality, benefits, Recognition, working condition, co-workers, nature of work and communication). Then the data analysis would proceed to examine if increased job satisfaction predicts decreased employees' turnover intention.

5.1. Data Preparation

The raw data from the completed questionnaires was thoroughly converted to make the analytical process easier. The original dataset had to be transformed into a format that was easily manipulable and suitable for statistical analysis. We sought to guarantee that the data was appropriate for confirming the research hypotheses and accomplishing the stated research goals by reorganizing the data in this way. This initial round of preparation was essential to our ability to glean valuable insights and make informed decisions from the data gathered.

5.2. Discussion

Demographics

The demographic and professional profile table of 274 people below demonstrates that:

1. The Distribution of Genders:

- **Male** were 151 people, or 55.1% of the total.
- **Female:** 123 people, or 44.9% of the total. This indicates that there are somewhat more men in this group.

	n=274	%
Gender		
Male	151	55.1
Female	123	44.9

2. Age Groups:

- The age range of the majority (58.8%) is 26 to 39 years old.

- 39.1% of the population is between 40 and 59 years old.
- The workforce is primarily middle-aged, as seen by the low representation of people over 60 and those between the ages of 18 and 25.

		n=274	%
Age			
	18 to 25 years	5	1.8
	26 to 39 years	161	58.8
	40 to 59 years	107	39.1
	60+ years	1	.4

3. Educational Qualification:

- 46.4% of them hold a bachelor's degree.
- Of them, 21.9% have a PhD and 25.5% have a Master’s degree.
- Other qualifications, such as a Saudi board certification, a diploma, a high school education, and an M. Fellowship. This points to a workforce that is highly educated and heavily postgraduate qualified.

		n=274	%
Educational Qualification			
	Bachelor	127	46.4
	Board certification	2	.7
	Diploma	9	3.3
	High school	4	1.5
	M. Fellowship	1	.4
	Master	70	25.5
	PhD	60	21.9
	Saudi board	1	.4

4. Employment Status:

- Just 1.5% of workers are part-time, whereas the great majority (98.5%) are full-time. This suggests that full-time employment makes up the majority of the workforce.

		n=274	%
Employment status			
	Part-time (<40 hours/week)	4	1.5
	Full-time (40 hours/week)	270	98.5

5. Work Experience:

- A sizable percentage (74.5%) have worked for more than six years.
- 15.7% of the sample have 4-6 years of experience, while 8.0% has 1-3 years.
- Of them, only 1.8% have less than a year's worth. This suggests that the workforce is quite experienced, with the majority of workers having worked in their sector for a long time.

		n=274	%
Work experience			
	Below 1 year	5	1.8
	Between 1-3 years	22	8.0
	Between 4 -6 years	43	15.7
	> 6 years	204	74.5

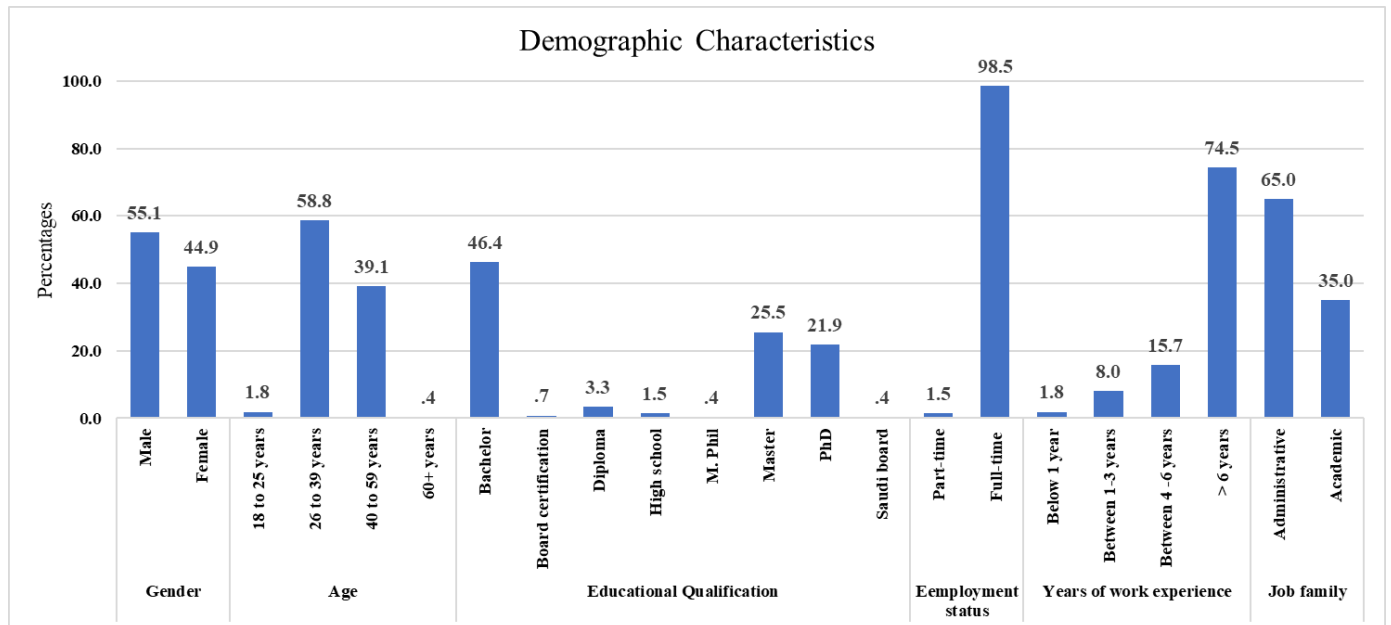
6. Job Family:

- While the bulk (65.0%) are in administrative posts.
- The remaining 35.0% work in academic jobs.

		n=274	%
Job family			
	Administrative	178	65.0
	Academic	96	35.0

In conclusion, the workforce shown in this table is middle-aged, well educated (many with advanced degrees), primarily employed full-time, experienced (many with more than six years in the field) and divided between administrative and academic responsibilities. There is a small male predominance in this workforce. Understanding this group's makeup through this profile can help with organizational decision-making, policy-making, and future research.

Figure 5.1: Demographics



Descriptive analysis

Employees in this section take great pride in their work and have a high regard for their coworkers, but they are worried about benefits, compensation, and prospects for advancement. Although opinions of the leadership quality are generally favorable, there is still opportunity for development in terms of communication and goal clarity within the company. There is a moderate propensity to leave the company, which may be brought on by discontent with benefits, wages, and promotions. Improving staff retention and general satisfaction may depend on addressing these issues.

Table 5.1: Descriptive

	n=274	Mean	SD
Pay			
I feel I am being paid a fair amount for the work I do		3.1	1.13
Raises are too few and far between		3.4	1.12
I feel unappreciated by the organization when I think about what they pay me		3.0	1.18
I feel satisfied with my chances for salary increases		2.8	1.13
Promotion			
There is really too little chance for promotion on my job		3.8	1.24

Those who do well on the job stand a fair chance of being promoted	2.8	1.19
People get ahead as fast here as they do in other places	2.6	1.05
I am satisfied with my chances for promotion	2.5	1.14
Leadership quality		
My supervisor is quite competent in doing his/her job	3.5	1.23
My supervisor is unfair to me	2.2	1.12
My supervisor shows too little interest in the feelings of subordinates	2.5	1.15
I like my supervisor	3.7	1.14
Benefit		
I am not satisfied with the benefits I receive	3.4	1.10
The benefits we receive are as good as most other organizations offer	2.7	1.11
The benefit package we have is equitable	2.8	0.96
There are benefits we do not have which we should have	3.9	0.95
Recognition		
When I do a good job, I receive the recognition for it that I should receive	3.0	1.16
I do not feel that the work I do is appreciated	3.0	1.19
There are few rewards for those who work here	3.5	1.06
I don't feel my efforts are rewarded the way they should be	3.4	1.09
Working condition		
Many of our rules and procedures make doing a good job difficult	3.3	1.10
My efforts to do a good job are seldom blocked by red tape	3.0	1.00
I have too much to do at work	3.5	1.03
I have too much paperwork	3.4	1.16
Coworkers		
I like the people I work with	3.9	0.99
I find I have to work harder at my job because of the incompetence of people I work with	3.0	1.22
I enjoy my coworkers	3.8	0.98
There is too much bickering and fighting at work	2.8	1.26

Nature of work

I sometimes feel my job is meaningless	2.3	1.23
I like doing the things I do at work	3.8	0.98
I feel a sense of pride in doing my job	4.0	0.95
My job is enjoyable	3.7	1.06

Communication

Communications seem good within this organization	3.1	1.18
The goals of this organization are not clear to me	2.6	1.17
I often feel that I do not know what is going on with the organization	3.1	1.13
Work assignments are not fully explained	2.9	1.19
I think a lot about leaving the organization	3.3	1.36
I am actively searching for an alternative to the organization	3.2	1.30
As soon as it is possible, I will leave the organization	3.1	1.36

Table 5.2: Descriptive

n=274	Mean	SD
Pay average	3.1	.54
Promotion average	2.9	.62
Leadership Quality Average	3.0	.40
Benefit Average	3.2	.42
Recognition Average	3.2	.55
Working Condition Average	3.3	.72
Coworkers Average	3.3	.50
Nature of Work Average	3.4	.53
Communication Average	3.0	.60

Correlation Matrix

It is important to understand that when analyzing the correlations, a positive correlation indicates that one variable tends to increase as the other does, and a negative correlation indicates that one variable increases as the other declines. The perfect negative correlation (-1) and perfect positive correlation (+1) are represented by correlation coefficients. A coefficient close to zero indicates little or no association. Double asterisks (**) often indicate statistical significance.

Table 5.3: shows the correlation.

	Pay	Promotion	Leadership Quality	Benefit	Recognition	Working Condition	Coworkers	Nature of Work	Communication
Promotion	.252**								
Leadership Quality	.202**	.304**							
Benefit	.221**	.214**	.337**						
Recognition	0.079	-.175**	.263**	.124*					
Working Condition	0.104	-0.104	.174**	0.051	.470**				
Coworkers	.182**	0.092	.195**	0.081	.183**	.360**			
Nature of Work	.187**	.291**	0.007	.145*	-0.118	-0.03	.219**		
Communication	.193**	0.002	.141*	0.085	.315**	.356**	.189**	-0.03	
Turnover	0.08	-.367**	0.038	0.059	.544**	.450**	.160**	-.268**	.362**

Correlation coefficient (** Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed).

The analysis that follows is based on the table, which shows the correlation coefficients between different workplace characteristics and employee turnover:

Promotion and Turnover: A negative correlation (-.367**) indicates a relationship between reduced turnover rates and more prospects for promotion. This suggests that when workers perceive opportunities for growth, they are less likely to quit. Leadership Standard and Attrition: The low correlation coefficient (0.038) suggests that turnover is not significantly impacted directly by perceived leadership quality. Benefits and Turnover: A weak but positive correlation (0.059) indicates that benefits may not have a significant influence on an employee's decision to quit. Turnover and acknowledgment: There is a substantial positive association (.544**) between turnover and a lack of acknowledgment.

This suggests that workers are more likely to quit if they don't feel valued and that they value recognition. Working Conditions and Turnover: A further robust positive correlation (.450**) suggests a strong relationship between subpar working conditions and increased turnover. Coworkers and Turnover: A moderate association between colleague quality and turnover is suggested by the correlation coefficient (.160**), which indicates that coworker quality is not the most important factor in turnover. Work Type and Turnover: Turnover appears to be adversely correlated with job satisfaction, as indicated by the negative correlation (-.268**). Workers who are engaged in their work are less likely to quit. Poor communication inside the organization is linked to higher turnover, according to the strong positive correlation (.362**) between the two. Inter-factor Relationships: The matrix also illustrates the connections between various elements. For example, there is a positive correlation (.337**) between Leadership Quality and perks, indicating that higher employee perks are frequently associated with better leadership. This table highlights the significance of recognition, working conditions, and prospects for promotion in employee retention tactics and offers insightful information on what elements might be most influential in an employee's decision to stay or leave.

This result is consistent previous research which indicate that there is a significant positive relationship between job satisfaction and turnover intentions. One of these research was by Santoni and Harahap (2018), which showed that pay, work environment, and leadership all have a major impact on job satisfaction and, in turn, employee turnover intentions in the plastics business.

6. Conclusion and Recommendation

At the beginning of this research study, It required extra work to make research issues clear. Those were used to determine which elements are impacting the employees (administrative and academic) of universities in Saudi Arabia. With a view to clarifying those above matters, a questionnaire was distributed among employees (administrative and academic) of Universities in Saudi Arabia. The questionnaire consisted of three sections where section A consisted of gathering data on personal information and background such age, gender, education, marital status and service and section B involved gathering data on nine independent factors such pay, promotion opportunities, leadership quality, benefits, recognition, working conditions, and communication that affect employee turnover intention. Section C about turnover intentions. The data collected presents the following findings and conclusions. Finally, we are offering recommendations related to this research.

The study examined in detail the connection between employees' intentions for turnover from Saudi Arabian universities and their level of job satisfaction. Key elements like pay, promotion opportunities, leadership quality, benefits, recognition, working conditions, and communication were found to have a significant impact on job satisfaction. The results showed that lower working conditions, less prospects for advancement, and a lack of recognition all strongly correlated with increased intentions to turnover. In contrast, there was a tendency for job satisfaction to reduce turnover intentions, especially when it came to the nature of the task and perceived leadership quality. This shows that lowering turnover rates in universities can be achieved strategically by enhancing work satisfaction in these areas.

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