

**THE RELATIONSHIP BETWEEN WORK FACTORS
AND TURNOVER INTENTIONS AMONG OIL AND
GAS EMPLOYEES IN UAE**

ANAS M. M. ABUDAQA

UNIVERSITI SAINS MALAYSIA

2021

**THE RELATIONSHIP BETWEEN WORK FACTORS
AND TURNOVER INTENTIONS AMONG OIL AND
GAS EMPLOYEES IN UAE**

by

ANAS M. M. ABUDAQA

**Thesis submitted in fulfilment of the requirements
for the degree of
Doctor of Philosophy**

March 2021

ACKNOWLEDGEMENT

It gives me immense pleasure in completing my research dissertation, titled "*The Relationship Between Work Factors and Turnover Intention in Oil and Gas Employees in UAE*". This topic has helped me gain ample knowledge on the concepts related to employees' intention for turnover in oil and gas industry of UAE.

I want to acknowledge the assistance of all the people who had helped me complete this research successfully. I would wish to show my gratitude towards my supervisor "Dr. Mohd Faiz Bin Hilmi" who had helped me extensively in this study and without whose support; I would not have been able to finish this research. Without their support and response, this study would not have been possible. Lastly, I would also my thankfulness to my friends and classmates who have assisted me during my research.

Thanking you all,

TABLE OF CONTENTS

ACKNOWLEDGEMENT	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	viii
LIST OF FIGURES	x
ABSTRAK	xi
ABSTRACT	xiii
CHAPTER ONE INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background of the study	1
1.3 Problem Statement.....	5
1.4 Research Objectives.....	12
1.5 Research questions.....	13
1.6 Scope of study.....	13
1.7 Significance of study.....	18
1.7.1 Theoretical Significance.....	18
1.7.2 Policy Significance.....	19
1.7.3 Human Resource Significance.....	20
1.8 Definition of the Variables.....	21
1.8.1 Job burnout.....	21
1.8.2 Emotional Intelligence	21
1.8.3 Psychological Contract	21
1.8.4 Employee Commitment	22
1.8.5 Quality of Work Life.....	22
1.8.6 Job Satisfaction	22

1.8.7	Appreciative Leadership	22
1.8.8	Turnover intention.....	23
1.9	Summary and organizations of all chapters	23
CHAPTER TWO	LITERATURE REVIEW	25
2.1	Introduction.....	25
2.2	Theoretical underpinnings	26
2.2.1	Herzberg's two-factor theory.....	26
2.2.2	Maslow's Hierarchy of Needs theory	28
2.2.3	Expectancy Theory	29
2.2.4	Exchange theory.....	31
2.2.5	Job Characteristics Model	33
2.2.6	Dispositional approach.....	35
2.3	Review of Literatures.....	38
2.3.1	Turnover intention (DV)	38
2.3.2	Job burnout (IV1).....	42
2.3.3	Emotional Intelligence (IV2)	45
2.3.4	Psychological Contract (IV3).....	48
2.3.5	Employee Commitment (IV4)	52
2.3.6	Quality of Work Life (IV5).....	56
2.3.7	Job Satisfaction (MV1)	59
2.3.8	Appreciative Leadership (MV2)	64
2.4	Proposed Research Framework.....	71
2.4.1	Research Framework and Justification	71
2.5	Research Gap Identification.....	74
2.6	Summary	76

CHAPTER THREE	RESEARCH METHODOLOGY	78
3.1	Introduction	78
3.2	Research paradigm	78
3.3	Research process	79
3.4	Research Design	81
3.4.1	Research design	81
3.4.2	Research approach	83
3.4.3	Research Philosophy	84
3.5	Sample, Unit of Analysis and Population	85
3.5.1	Population and unit of analysis	85
3.5.2	Sampling Technique	86
3.5.4	Sample Size	87
3.6	Development of questionnaire	88
3.7	Collection of data and preparation process	95
3.7.1	Data collection process	95
3.7.2	Process for data collection	95
3.7.3	Survey process	96
3.8	Data analysis Method	98
3.8.1	Descriptive Analysis Technique	99
3.8.2	Assessment of outer Model	99
3.8.3	Assessment of Inner Model	100
3.9	Summary	101
CHAPTER FOUR	DATA ANALYSIS AND DISCUSSIONS	103
4.1	Introduction	103
4.2	Data Validation and Verification	103

4.2.1	Response Rate	103
4.2.2	Data Coding and Entering.....	105
4.3	Data Screening and Cleaning.....	107
4.3.1	Missing Value Analysis	107
4.3.2	Test of Normality	107
4.3.3	Multi-collinearity	109
4.4	Descriptive Analysis	110
4.4.1	Descriptive Analysis for the Demographic Factors	110
4.4.2	Descriptive Statistics: Overview of the Responses.....	117
4.5	Analysis of Data.....	119
4.5.1	Confirmatory Factor Analysis (CFA)	119
4.5.2	Assessing PLS-SEM Path Model.....	120
4.5.3	Measurement of Model Assessment	120
4.5.3(a)	Individual Item Reliability.....	123
4.5.3(b)	Internal Consistency Reliability	123
4.5.3(c)	Convergent Validity	124
4.6	Discriminant Validity.....	128
4.7	Assessment of Structural Model.....	131
4.7.1	Test the Direct Relationship.....	134
4.7.2	Testing Moderating Effects.....	139
4.8	Determining the Strength of the Moderating Effects.....	144
4.9	Test the Mediating Effect.....	148
4.10	Analyzing Predictive Relevance	150
4.11	Summary of the Chapter	154
CHAPTER FIVE CONCLUSION AND RECOMMENDATIONS		155

5.1	Introduction.....	155
5.2	Discussion under Theoretical Assumptions.....	155
5.3	Summary of the Study	160
5.4	Contribution of the Research	163
5.4.1	Theoretical Contribution	163
5.4.2	Methodological contribution.....	165
5.4.3	Practical Contribution	166
5.5	Limitations of the Study and Future Directions.....	168
5.6	Conclusion of the Study.....	169
	REFERENCES.....	171
	APPENDICES	

LIST OF TABLES

		Page
Table 2.1	Overview of the Theories	37
Table 3.1	Research paradigm.....	79
Table 3.2	List of Questions based on Job Burnout (IV1)	90
Table 3.3	List of Questions based on Job Satisfaction (MV1)	91
Table 3.4	List of Questions based on Emotional Intelligence (IV2)	91
Table 3.5	List of Questions based on Psychological Contract (IV3).....	92
Table 3.6	List of Questions based on Appreciative Leadership (MV2)	92
Table 3.7	List of Questions based on Employee Commitment (IV4).....	93
Table 3.8	List of Questions based on Quality of Work Life (IV5).....	94
Table 3.9	List of Questions based on Turnover intention (DV)	94
Table 4.1	Sample Study Response Rate	105
Table 4.2	Variance Inflation Factor (VIF).....	110
Table 4.3	Demographic Trends.....	112
Table 4.4	Results of Descriptive Statistics	117
Table 4.5	Results Summary for Reliability and Validity of the Constructs	125
Table 4.6	Fornell-Larcker Criterion Analysis for Checking Discriminant Validity	129
Table 4.7	Loading and cross loading of the construct	130
Table 4.8	The Heterotrait-Monotrait Ratio of Correlations (HTMT) of First Order Construct.....	131
Table 4.9	R-square of Endogenous Latent Construct	133
Table 4.10	Effect Sizes of Exogenous Latent Constructs.....	134

Table 4.11	The Direct Effects	137
Table 4.12	The Overall Moderation Effects (Beta, STDEV, T- Value, p-Values)....	143
Table 4.13	Strength of the Moderating Effects.....	146
Table 4.14	Direct impact of JOBUN on TUIN and Mediating Impact of JS between JOBUN and TUIN	150
Table 4.15	Predictive Relevance of Endogenous Variable.....	151

LIST OF FIGURES

	Page
Figure 2.1 Research Framework	72
Figure 3.1 Different Research designs	82
Figure 4.1 Histogram of Turnover Intention (TUIN).....	108
Figure 4.2 Gender Distribution with Monthly Income.....	113
Figure 4.3 Gender Distribution with Working Experience	114
Figure 4.4 Gender Distribution with Educational Background.....	115
Figure 4.5 Age Distribution with Working Experience	115
Figure 4.6 Age Distribution for Monthly Income	116
Figure 4.7 Age Distribution and Educational Background	116
Figure 4.8 Measurement Model	122
Figure 4.9 Factor Loadings	127
Figure 4.10 Direct Relationship between the Variables	138
Figure 4.11 Moderating effect of AL between EI-TUIN.....	140
Figure 4.12 Moderating effect of AL between COM-TUIN	142
Figure 4.13 Moderating Effect.....	144
Figure 4.14 Effect Size Measuring Method.....	145
Figure 4.15 Overall R2 of the Model After the Moderation.....	147
Figure 4.16 Q2 of the Model.....	152

HUBUNGAN ANTARA FAKTOR KERJA DENGAN NIAT UNTUK BERHENTI KERJA DALAM KALANGAN PEKERJA SEKTOR MINYAK DAN GAS DI UAE

ABSTRAK

Dalam suasana perniagaan kontemporari, pelbagai organisasi sedang mengalami masalah kadar pemberhentian kerja yang semakin tinggi. Dalam hal ini, pelbagai faktor memainkan peranan yang penting dan juga mendatangkan kerumitan kepada firma perniagaan. Dalam pasaran UAE yang begitu kompetitif, pelbagai organisasi awam dan swasta tengah berdepan dengan isu pemberhentian kerja yang perlu diselesaikan dengan segera. Kajian ini menumpukan perhatian kepada niat berhenti kerja dalam sektor minyak dan gas di UAE berhubung dengan kesan beberapa faktor organisasi. Oleh itu, kajian ini bertujuan untuk memahami punca di sebalik keinginan pekerja untuk meninggalkan tempat kerja mereka demi syarikat lain. Adalah diperhatikan bahawa kepuasan bekerja di UAE amat tinggi tetapi rantau ini mempunyai kadar pemberhentian kerja yang tinggi. Dengan menggunakan kaedah kajian kuantitatif, sebanyak 400 borang soal selidik telah diedarkan kepada responden yang bekerja di syarikat minyak dan gas di UAE dengan kadar sambutan akhir yang boleh digunakan, iaitu 74.50 peratus. Untuk menganalisis data, kaedah kuasa dua terkecil separa (PLS) - pemodelan persamaan struktural (SEM) telah digunakan. Hasil kajian ini telah menunjukkan bahawa faktor-faktor seperti keletihan bekerja, kepuasan bekerja, kecerdasan emosi, penghargaan pemimpin, komitmen pekerja, dan kualiti hidup kerja mempunyai impak yang positif dan signifikan terhadap niat berhenti kerja antara pekerja. Selain itu, adalah diperhatikan bahawa penghargaan pemimpin mempunyai kesan signifikan dan moderator antara kecerdasan emosi dan niat berhenti kerja, dan antara kualiti

hidup kerja dan niat berhenti kerja. Bukan itu sahaja, kajian ini mengkaji peranan pengantara kepuasan bekerja antara keletihan bekerja dan niat berhenti kerja. Telah diperhatikan bahawa kepuasan bekerja mempunyai kesan pengantara yang signifikan antara keletihan bekerja dan niat berhenti kerja dalam kalangan pekerja di syarikat minyak dan gas di UAE. Kajian ini telah menyumbang kepada badan kesusasteraan dengan mengutarakan kesan moderator penghargaan pemimpin dan kesan pengantara kepuasan bekerja antara pemboleh ubah eksogen dan endogen. Tambahan pula, adalah dicadangkan bahawa demi pengawalan kadar pemberhentian kerja yang tinggi antara pekerja, hasil kajian ini akan menjadi sokongan yang berharga kepada para pengurus, pemilik perniagaan dan pembuat keputusan yang serupa di rantau UAE.

Kata kunci: keletihan bekerja, niat berhenti kerja, kepuasan bekerja, syarikat minyak dan gas, UAE.

THE RELATIONSHIP BETWEEN WORK FACTORS AND TURNOVER INTENTION AMONG OIL AND GAS EMPLOYEES IN UAE

ABSTRACT

In the contemporary business environment, various organization are facing the issue of higher employee turnover. In this regard, various factors are playing their crucial role and creating complexity for the business firms as well. In the competitive market of UAE, various public and private organizations are facing the issue of job turnover which needs an immediate solution. The study focuses on employee turnover intention in oil and gas sector of UAE in relation to the effect of several organizational factors. For this purpose, present research has undertaken for getting the reason behind employees' intention for leaving their workplaces for other companies. This has seen that UAE has high rate for employees' job satisfaction whereas this region has high employee turnover rate as well. Using quantitative research method, a sample of 400 questionnaires were distributed among the targeted respondents of Oil and Gas companies in the UAE with a final and usable response rate of 74.50 percent. For analyzing the data, partial least square (PLS)-structural equation modeling (SEM) approach was employed to analyze the data. The findings of the study show that factors like job burnout, job satisfaction, emotional intelligence, appreciative leadership, Employee Commitment, and quality of work life are positively and significantly impacting on turnover intention of the employees. Additionally, it is observed that significant and moderating effect of appreciative leadership between emotional intelligence and turnover intention, and between quality of work life and turnover intention exists. Furthermore, this study examines the mediating

role of job satisfaction between job burnout and turnover intention. It is observed that there is a significant mediating effect of job satisfaction between job burnout and turnover intention for the employees of oil and gas companies in UAE. This research has contributed towards a body of literature through suggesting the moderating role of appreciative leadership and mediating role of job satisfaction between exogenous and endogenous variables. Furthermore, it is suggested that for controlling the high turnover intention among the employees, present findings would be of great support to the managers, business owners and similar decision makers in the region of UAE.

Key words: job burnout, turnover intention, job satisfaction, oil and gas companies, UAE.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter covers the details about the main theme of the study, its background, problem statement, research questions and research objectives. In addition, it also comprises of study scope, and significance of the research through theoretical, practical, and other perspective. Details for each of the section is provided below:

1.2 Background of the study

Employees are primary resources of any organization. They work hard and help companies to increase sales and profits. For that reason, as stated by Lu and Gursoy (2016), firms are required to take care of their employees and provide as many benefits as they can to them. If all kind of employee benefits are provided to staffs like leave benefits, attendance incentives, health, and safety benefits, they can focus on working atmosphere. Employees are not machines and firms need to understand that in order to continue gaining profits and generating revenues (Han et al., 2016). Satisfied employees work much harder and provide better creative ideas to organizations. This, in turn, helps organizations to develop new ways of earning or new ways of strategically completing work. However, a lot of organizations are facing the issue of higher employee turnover which is observed as an outcome factor due to various reasons. In this regard, it is believed that Job Satisfaction is an important aspect which is required to be considered by different firms. Though, this is required to be understood that, not only employees but also leaders or managers are crucial parts of any organization (Chung et al., 2017).

Similar to the employees, managers and business leaders also need to be satisfied as well so that they can provide better training to employees and together they can work hard for success of organization. In addition, research studies have also supported the fact about employee's dissatisfaction and turnover (Gulf News, 2019) where it is believed that employees are satisfied in only a few organizations, but there is a large number of organizations that are not able to provide even basic amenities. These organizations fail to understand that benefits and amenities helps in gaining not only the best performance from employees but will also help in retaining them for earning revenues and profits (Tarigan & Ariani, 2015).

In the region of UAE, various business organizations are currently working under the shadow of private or public sector firms. However, in the recent time, one of the growing issues which is observed among the employees is the turnover which needs some serious attention from the decision makers and key officials both in public and private sector. For example, as per the report by Gulf News (2017), it is observed that staff turnover in the region of UAE is higher than the global average which indicates a serious threat to the overall economy. Furthermore, the report stated that "56 per cent of employees in UAE would like to be working for a different employer within the next 12 months as compared to 38 per cent back in 2014." Furthermore, there are growing new opportunities for the employees to difference based on various factors which is observed as among the core reasons to leave one job and moving for another one. Meanwhile, a big is also identified for the work-life balance support and wellness. The report further believes that there are 72 percent employees in UAE who support the work life balance phenomenon. Another report by the Gulf News (2019) has also revealed the fact that UAE workers quit amid job

and higher turnover of the employees have been observed by the HR directors in various organizations over the recent three years. This report would further claim that there is a growing level of dissatisfaction among the employees regarding the compensation packages and a survey results shows that 31 percent of the respondents are agreed with the idea that there is a lack of remuneration and other recognition in their organizations causing higher voluntary turnover in their relative organizations (Gulf News 2019). Additionally, workers also believe that there is a stagnant career prospect which is another driving factor along with the poor work life balance, fear of redundancy and many others (Gulf News 2019). Furthermore, another report in the recent year was published by Hotel and Catering (2017) where it is clearly stated that higher level of staff turnover in the hotel industry has directly affected the financial performance of this sector in Dubai. As per the TFG's study which is entitled as Impact of Staff Turnover on the Hotel's Income Statement have stated the fact that there is an overall 30 percent turnover rate which has potentially reduced the hotel's gross operating earnings by AED 6 million (1.63USD) on annual basis Hotel and Catering (2017). This would be another significant threat to the entire economy of UAE whose major dependency is on the hotel and tourism industry.

In 2015 UAE has produced approximately 3179-barrel cubic feet (Bcf) of the gas in their natural gas sector. In the case of employee turnover, UAE has increased its employee turnover rate in different business approximately 23.4 percent in 2018. Furthermore, this is increased from 20.6 percent in 2012 (Entrepreneur, 2019). On the other and, in 2015 there are 31 percent of employees have changed their companies and workplaces in 2015. More specifically, the turnover rate in the oil and gas industry of UAE was found at 9.7 percent as described under Appendix 3. This would justify the argument

that over the recent years, industry is facing a serious issue of increasing number of employees' leaving. This is among the core issues which has motivated the researcher to focus on employee turnover as a main dependent variable of the study.

As per the above discussion, the key focus of present study is to investigate the higher turnover intention among the various employees who are working in the UAE, specifically ADNOC. While exploring the ADNOC in terms of employee's turnover and job burnout, it is quite important to review the working condition and environment in the stated company. In order to analyze the working atmosphere at ADNOC, three different perspective are explained in the existing literature which are health, safety, and environment (Almazrouei et al., 2019). They further express that under most recent publicly sustainable report, it is confirmed that ADNOC has a specific code of practice to observe and analyze the health safety and environment (HSE) management and various activities related to this system. Although company has improved its performance indicators in terms of fatal accident rate and lost time injury frequency, yet it has observed 38 tier-2 and 28 tier-1 process safety events during the year 2015. Furthermore, specific regulation regarding the governance of health, safety and environment in UAE are also observed from the government side. In his study, Panchal (2016) explain that ADNOC are not subject to Federal Law No. 8 of 1980 which indicate the requirements for the health and safety, hence leaving a considerable void in achieving the optimal level of health, safety, and environment policy. However, another report during the year 2017 has specified the fact that ADNOC has met all its key performance indicators regarding the safety performance along with the launching of health, safety and environment culture with empowering its employees to comply with the ADNOC health, safety and environment

policy and procedure (ADNOC, 2017). Although, there is a growing improvement in terms of working environment at ADNOC, yet it is observed with the issue of employee turnover because of various reasons. In this context, this research study endeavored to find the relationship between various factors like job burnout, emotional intelligence, psychological contract, Employee Commitment, quality of work life, appreciative leadership and satisfaction levels that cause job burnout leading to turnover intention. This is to be observed as a major motivation while conducting this research with its major implication in the region of UAE. Meanwhile, this study tries to investigate those factors which have their direct and indirect association with the high turnover intention in the targeted company.

1.3 Problem Statement

In spite of high satisfaction levels as shared in few studies, employee turnover rate is high in UAE which is nearly 56 percent (Gulf News, 2019). Employees are not leaving this country rather they are switching their jobs in different sectors as discussed under background of the study. It is believed that although government has set various rules and regulations for different companies while working in the region of UAE, however, they are not followed in full spirit by various companies. Among these companies, oil and gas related are also under observations where the employees are facing different work-related issues. Such environment is not only creating a bad impression for these companies but on the other hand, gradual turnover of the employees in these companies is also observed.

In the region of UAE, employees prefer to work in oil and gas companies due to some good salary packages and other rewards (Salary Explorer, 2020). However, people from different geographical locations come and work here in all those companies and thus

diversity is present (International Labor Organization, 2020). However, diversity in any organization has its various benefits as well as challenges too. According to Lu et al., (2016), this is obvious that people may not always like all individuals surrounded by them, but they learn to manage. Managers or leaders have to deal with several types of employees, and they need to manage them well in order to complete work within deadline (Noe et al., 2007). Furthermore, the problems raised in this study are multi-dimensional as they cater to various hypotheses of the study. It is therefore essential to justify the inclusion of these dimensions as variables in this study by first examining each of them in its context and the problems raised in this study.

i. Problem related to job burnout:

Often organizations do not value their employees as they think they are paying for getting job done. However, as stated by Heffernan and Rochford (2017), when employees work in a place where they cannot explore themselves or their ideas, they start feeling bored or suffocated. A mental fatigue overcomes them which usually turns into job burnout (Van et al., 2008). As a result, employees start showing less focus towards work and company starts earning low. This would cause various issues under work setting. Moreover, organizations in UAE force employees to do extra time work without giving them any reasonable remuneration. For example, Imran et al., (2017) observes that a few oil and gas companies often make teams with employees from different fields in order to finish a job quickly. However, it is observed that teamwork sometime linked with the disruptive behavior which may lead to higher emotional exhaustion (burnout); and increased depression (Rehder et al., 2020). This would employ that under oil and gas company, there is a serious of job burnout which has created some serious issues for the company as well.

Therefore, present study has also focused on the problem of job burnout specifically in the ADNOC.

ii. Problem related to Job Satisfaction:

Although Oil and gas firms in the region of UAE are providing some valuable benefits and related incentives to their employees, however, various issues like higher risk at workplace, safety problems, and health challenges are also associated with the firms like ADNOC (Almazrouei et al., 2019). According to Chung et al., (2017), people who work in these organizations risk their lives to finish work. It is therefore necessary for all of these organizations to provide health and safety schemes to their employees and managers otherwise they may start feeling dissatisfaction in job. For employees to stay focused in their work, it is essential to provide them benefits like sick leave, paid leave, attendance incentives etc. for this reason, it is expressed that high salaries compared to other work areas is not enough since oil and gas companies generate high revenues from oil exports but there is a significant need to provide the employees with other financial and non-financial benefits for their higher satisfaction and lower turnover rate. A vast body of literature has provided their evidences in a sense that higher satisfaction at work place can reasonably lower the turnover intention of the employees (Lambert et al., 2001). But one of the present issues as observed in existing literature is that it is lacking while exploring the relationship between job satisfaction and turnover intention specifically for the oil and gas industry of UAE. This issue has provided a clear indication for exploring the association between both.

iii. Problem related to Emotional Intelligence:

In order to stay in any working atmosphere for longer time by finishing job in time and by maintaining good relationship with all, emotional intelligence is required (Lu et al., 2016). However, it is observed that emotional intelligence of the employees is not only a success factor but also a challenge for the business organizations in both recent and the past time (Andonian, 2017; Fabio & Saklofske, 2014). As mentioned above, this is extremely important for organizations to have managers and staffs who can show empathy towards others and develop strong bonding with different people.

The role of emotional intelligence is quite important not only for the employees but also for the business managers and leaders as well (Kerr et al., 2006). For instance, if managers do not understand problems and issues of employees and allocate tasks without any consideration, then employees also will perform in not so proper manner (Li et al., 2017). This same thing has happened with several oil and gas companies on high scale. Teams building in offices are at stake and these can only be revived by recruiting employees having knowledge in emotional intelligence. However, the presence or absence of emotional intelligence and its impact on the employee turnover intention is yet to be explored in the present literature which is a big gap to cover.

iv. Problem related to Psychological Contract:

Nichols et al., (2016) have provided their opinion and explained that different organizations expect several things from employees and managers, which sometimes are not written formally on joining documents and vice versa. Employees have ideas about what they are required to do after joining which is entitled as job engagement (Gupta, 2015). Similar is case with the oil and Gas Company where employees are provided with

some details regarding their assigned duties in a work setting. However, employees need time to learn new things and fulfill all duties and tasks which are allocated to them. After that, only if they have time, they can work for more. As oil and gas companies of UAE are extremely busy, thus employees also do not get extra time to work extra several times.

According to Lee (2018), organizations do not understand situations of employees and force them to do some extra work, which sometimes is not possible for them. Moreover, employees have several expectations from organizations like extra benefits, higher pay scales which are required to be fulfilled for better employee engagement. However, in general, employers or managers only provide work to employees and sometimes extra work without increasing their salary. In accordance with Leunissen et al., (2018), expecting employees to provide extra effort without paying them extra, is completely unethical. Meanwhile, although there is a significant amount of literature work for exploring the trends in psychological contract and its impact on employee performance and job satisfaction, however, a little is known about the relationship between the psychological contract and employee turnover intention in the region of UAE is entirely missing. This would highlight another literature issue which needs to be addressed on serious grounds.

v. *Problem related to appreciative leadership:*

Appreciative leaders are extremely important for any organization as they understand abilities of employees and let them do what they do best. However, as stated by Han et al., (2016), this kind of leaders are becoming isolated as right now only commanding and demanding leaders are there. Leaders must possess all skills of appreciative leaders so that they can show empathy towards employees , let them do job

based on their capabilities and skills (Bloom & McClellan, 2016). Similar is cases with the oil and gas company where it is quite important to observe the leader's role with higher level of leadership expertise. In order to put an end to this, all oil and gas companies of UAE, are required to promote necessities of appreciative leadership in terms of their skills and expertise so that they can perform in a better way.

Leaders must understand and value employees and let them do in which they are capable of most. In this way, companies will be able to reduce employee turnover in high scale as well. According to Han et al., (2016), when leaders value employees and show empathy to them, employees as well as work hard to finish tasks which are allocated to them. In this way, a strong bonding can be developed among all employees and managers in oil and gas companies of the UAE.

vi. Problem related to Employee Commitment:

Although employees are supposed to work with full Employee Commitment towards their organization and work. However, various issues are also highlighted which are causing lower Employee Commitments among the employees (Gelaidan & Ahmad, 2013). Meanwhile, available job-related market opportunities are observed as among the core factors to affect the Employee Commitment of the employees in any organization. According to Tarigan and Ariani (2015), when employees find out that some other companies are providing better salary to employees of same posts then they switch their jobs. As mentioned above, percentage of employee turnover is quite high which 56 percent in case of UAE is (Wam 2019). This would indicate that with the better opportunity there is a lower level of Employee Commitment which may lead to higher job burnout and dissatisfaction as well. From this, it can be seen that Employee Commitment is a big issue

for employees and managers in oil and gas companies in this country. In addition, a study was conducted by Suliman and Al-Junaibi (2010) who have explained that there is a linkage between the Employee Commitment of the employees in terms of affective and continuance and employee intention to stay/quit in the oil industry. Furthermore, they have stated that there is a significant negative relationship between organizational Employee Commitment and intention to quit. Therefore, it is assumed that both Employee Commitment and employee intention to lay are highly associated specifically in the ADNOC company which is under observation in the current study analysis.

vii. Problem related to Quality of Work Life:

Different oil and Gas Company is required to provide quality work life to employees and managers so that even after spending hours at work they can have time for their family and friends. According to Chan et al., (2016), in some companies, employers or higher authorities provide excessive pressure on employees and do not think about their own lifestyles. They do not get time to update their own knowledge and skills which in turn is not suitable for companies as well. Quality of work life implies that employees even after working hard have time to get training in some topic or field so that they can update their knowledge.

Moreover, it is also referred to positive working environment where employees can develop good relationship with others and work together in several tasks. When all these advantages are provided to employees they can better work together on necessary job and get it done. This also reduces employee turnover in huge scale if followed and implemented properly.

Based on the above discussion in both study background and problem statement, this study has defined various research questions and research objectives for which details are given in the upcoming sections.

1.4 Research Objectives

The objectives of this study are to examine links between variables which are as follow:

1. To examine the relationship between Job Burnout and Turnover Intention.
2. To examine the relationship between Job Satisfaction and Turnover Intention.
3. To examine the relationship between Emotional Intelligence and Turnover Intention.
4. To examine the relationship between Psychological Contract and Turnover Intention.
5. To examine the relationship between Appreciative Leadership and Turnover Intention.
6. To examine the relationship between Employee Commitment and Turnover Intention.
7. To examine the relationship between Quality of Work Life and Turnover Intention.
8. To examine the mediating role of Job Satisfaction on the relationship between Job Burnout and Turnover Intention.
9. To examine the moderating role of Appreciative Leadership on the relationship between Emotional Intelligence, Psychological Contract, Employee Commitment, Quality of Work Life and Turnover Intention.

1.5 Research questions

Research questions for this study are based on research objectives which are as follows:

1. Does Job Burnout Influence Turnover Intention?
2. Does Job Satisfaction Influence Turnover Intention?
3. Does Emotional Intelligence Influence Turnover Intention?
4. Does Psychological Contract Influence Turnover Intention?
5. Does Appreciative Leadership Influence Turnover Intention?
6. Does Employee Commitment Influence Turnover Intention?
7. Does Quality of Work Life influence Turnover Intention?
8. Does Job Satisfaction mediate the relationship between Job Burnout and Turnover Intention?
9. Does Appreciative Leadership moderate the relationship between Emotional Intelligence, Psychological Contract, Employee Commitment, Quality of Work Life and Turnover Intention?

1.6 Scope of study

In order to understand the study, focus this section has provided some good understanding, for example, the study scope in terms of key variables indicates that this research primarily focuses on the relationship between various factors in a workplace and the employee turnover intention in oil and gas companies in UAE. These factors include job burnout, work Employee Commitment, work life quality, psychological contract, and emotional intelligence, which are present in every workplace and affects employee's

behavior. The reason to conduct the reason on the job burnout is that it is observed as among the growing issues in the economy of UAE among different employees.

Therefore, research objectives, research questions and research hypothesis are identified based on these factors and their relationship and impact on each other with respect to workers' turnover intention. Besides, the study has also encompassed in its scope the mediating role of job burnout and turnover intention since job satisfaction also gets affected with the mediating relationship between these factors and the turnover intention of employees (Nichols et al., 2016). The study scope for exploring the relationship between the study variables with the help of some theories is also very important to discuss. In this regard, the role of two factor theory is very crucial to understand which claims that there are two major factors in any organization covering the title of satisfaction and dissatisfaction. Those factors which are entitled under satisfaction are known as achievement, recognition, work itself, responsibility, advancement, and growth (DeShields et al., 2005). On the other hand, those which are entitled as dissatisfaction are company policies, supervision, relationship with supervisor and peers, work conditions, salary, status, and finally the security (DeShields et al., 2005). Meanwhile, Herzberg's Motivation Theory model provides the detail about those factors which can be adjusted by the organization in order to motivate their employees. These factors are motivator factor which can highly encourage the employees to work harder. On the other side some are hygiene factors which cannot encourage the employees but cause them to become unmotivated. The study scope in terms of study specifies that this research has focused on oil and gas industry of UAE. More specifically, the oil industry of Abu Dhabi in the UAE market shares a significant number of financial outcomes.

In addition, the study scope in terms of sampling and population, this study focused on the employees' who are working in the ADNOC. The researcher has studied the behavior of the oil and gas companies' employees in the context of independent, dependent, and mediating variables. It is observed that the profile of ADNOC Company clears that it has 13 subsidiaries companies and all of them are owned by the state of UAE and this company can be considered as one of largest oil reserves, which have rank 7 in overall global market. For the better understanding of study scope in terms of population and sample, it is stated that UAE's oil and gas sector has more than 55000 employees (ADNOC.AE, 2019).

Meanwhile, other oil and gas companies of UAE are Cameron, Petrofac, SONC, Dragon oil and Technic, which are doing their business in similar markets. However, it is observed there is a big issue of higher employees' turnover and approximately 56 percent of employees leave their jobs for other workplaces in the region of UAE. Moreover, high staff turnover rate is increasing the challenge for business managers and leaders to retain their employees in their business also. In this case, therefore, it is justified to include in its scope the challenges that human resource managers and recruiters face in oil and gas companies along with other business sectors in the region of UAE (i.e. refer to Appendix 3). Although, as per the findings under Appendix 3, there is a higher turnover in the information technology sector of UAE comparatively to all others including oil and gas industry, however, one of the core reason to focus only the oil and gas sector is that it is found as the among the biggest revenue contributor in the economy of UAE. In addition, the sector of oil and gas industry is under a very limited observation regarding the turnover issue which itself found as a significant literature gap and scope to be addressed. Therefore,

present study has focused on the oil and gas industry of UAE for examining the employee's turnover through its key determinants.

Moreover, this study has taken within its scope employees' and managers' opinion of oil and gas companies in UAE. Approximately 382 workers have been sampled for this study who would participate in survey process of this research. Moreover, there were 40 close-ended questions with additional five as demographic characteristics. This research framework shall increase the scope to know viewpoints of managers in relation to leadership process also. *[Refer to Appendix 5]*

In addition, the study scope in terms of exogenous and endogenous variables is also under observation. The selection of IVs and DVs are based on the principle that employees in their workplaces often faces the issue of job burnout situation which may lead to turnover intention. Meanwhile, the problem of job burnout out also observes in terms of creating some sort of stress for the employees which leads to emotional, mental, and physical exhaustion, resulting in a kind of hopelessness and disappointment affecting their life and deteriorating their performance levels. Although the factor of job burnout is an important determinant of job turnover, yet the title of emotional intelligence is also something which cannot be ignored from employee's perspective. Emotional intelligence helps the employees to positively deal with the level of job burnout, stress level and many other issues at workplace. For this reason, Chung et al., (2017), therefore, emphasizes upon studying emotional intelligence of employees at their workplaces in order to examine their true physical and mental state at workplaces. There are components of emotional intelligence which people need to emphasize like self-regulation, self-awareness, empathy,

motivation, and social skills. Tarigan and Ariani (2015) opine that these factors can enhance workers' behavior in their workplaces and change the style of doing their job.

Similarly, another IV of this study, work life quality, can also be stated as within the scope of this study as it affects employee turnover intention and their behavior to other aspects their jobs. The work life quality refers to work environment and behavior of people in workplace and contributes to employee retention significantly and also improves their performance level. To achieve this, employees need to develop a sense of belonging and favorableness for their workplaces in relation to organizational culture and environment (Li et al., 2017).

The mediating variable of this study is the job satisfaction level of employees included in the scope of this study. The study intends to examine whether it can play any mediating role between job burnout and turnover intention. Leunissen et al. (2018) believe that job satisfaction at work helps people to develop their self-motivation which plays an active role in resolving burnout issues and checking the rate of employee turnover. Another variable, appreciative leadership, is also included in this study as it is found to moderate the relationships between various factors in a business organization. Leaders with appreciative leadership process can motivate their workforce for developing the performances, as stated by Lu and Gursoy (2016), who also share that motivational factors such as providing awards and praises can influence workers to change their work style and this help to increase the rate of employee retention as well. Hence, this study shall examine the moderating role of appreciative leadership with variables like Emotional Intelligence, Psychological Contract, Employee Commitment, Quality of Work Life and Turnover Intention. Besides, the scope of this study can also be examined with the help of

moderating effect of appreciative leadership on the relationship between set of exogenous and endogenous variables of the study. This would be another scope of the study which has provided a good literature contribution while filling the gap at the same point of time.

In addition, the study scope in terms of methodology has cleared the fact that this research has applied two step approach which primarily analyze the data through measurement model and structural model of the study. Under measurement model, internal consistency, reliability, and validity of the data is checked. While structural model has helped to test the hypothetical relationship between the study variables.

1.7 Significance of study

The significance of current study can be divided into various categories for which details are given below:

1.7.1 Theoretical Significance

The first significance of current study can be viewed in terms of theoretical perspective. The theoretical significance is highlighted in the form of the contribution that this study has offer to the domain employee turnover with respect of stated exogenous variables like employee satisfaction, appreciative leadership, job burnout, emotional intelligence, psychological contract, and Employee Commitment of the employees. A detailed review of existing literature has provided the fact that little effort is conducted in this regard specifically in terms of theoretical perspective to examine the above set of variables as key determinants for the employee's turnover in the oil and gas industry of UAE. This would justify the theoretical significance of present study. In addition, the moderating role of appreciative leadership and mediating role of employee satisfaction also observe as a good theoretical addition in the present literature, hence a clear indication of

theoretical significance of this research. Furthermore, the association between exogenous, endogenous, moderator and mediating variable of the study is also justified through set of theories which has provided another evidence for the theoretical significance of this study.

1.7.2 Policy Significance

The second significance of current study can be viewed in terms of policy factors/practical perspective. It is observed that theoretical discussion as well as empirical findings under present study has got equal importance to provide various guidelines for the various policy makers, specifically in the oil and gas industry in gathering and utilizing the theoretical and empirical points for the improvement of current issue of higher employee turnover. The reason is that current study has provided an evidence to these practitioners and industry experts who are thinking about higher employee's turnover in the region of UAE. All these industry experts and policy makers can reasonably utilize the study findings where direct and indirect impact of stated exogenous, mediator and moderator variable on the employee turnover is observed. This would justify the policy significance/practical significance of current study in an appropriate manner. Furthermore, the key findings and literature discussion has provided a set of guidelines on how to manage different organizational factors in order to reduce the higher turnover among the employees of oil and gas industry of UAE.

The practical significance of this research relates to a number of people, including readers of this research, future researchers and more specifically the oil companies and oil industry. Meanwhile, this study has enabled them to know the trends in the turnover of oil and gas industry due to various factors

Furthermore, the practical significance of this research can also be identified for employees, oil companies specifically to the ADNOC Company of UAE as well as for the oil industry in general. The IVs and the DVs can also be invariably linked with other types of business organizations, beyond oil and gas industry. The variables such as employee turnover and employee retention also pose challenges to all types of business companies, and their key personnel. Hence this study is significant at a very large, macro level.

1.7.3 Human Resource Significance

The third significance of current study can be viewed in terms of human resource management. It is observed that among various department HR is to be significant one of the most influential in nature with its wider linkage to finance, information technology, communication and many other departments within an organization. More specifically, the nature of the variables under present has justified their significance in a sense that they are under the shadow of HRM and organizational behavior. This has provided a very first HR significance as depicted by the current study. Secondly, with the growing issue of employee turnover in oil and gas industry of UAE, various decision makers specifically the HR managers are under significance pressure to handle this issue. For this reason, the theoretical and empirical findings under current study can provided a good support to analyze and understand the problem of higher turnover in a more significant manner. This would claim second HR significance as provided by the current study. Thirdly, with the help of current study findings, HR department in oil and gas industry of UAE can reasonably reshape various policies and practices through the control over higher turnover would be possible. This is another HR significance as observed under present study. Finally, this study has provided the HR department with a view that they need to redefine

their recruitment policy based on those rules and regulations which can retain the upcoming employees for a longer period of time. Therefore, it is another HR significance as associated with the present study.

1.8 Definition of the Variables

This section covers the definitions of the study variables. Details are as follows:

1.8.1 Job burnout

Job Burnout is defined as a state where employee of an organization feels mental, physical, or emotional stress, and which gradually lead to depression(Griffin et al., 2010). Purvis et al., (2015), when any employee performs same tasks each day then that person loses motivation to come to work as there is no challenge in completing tasks, such situation indicates the job burnout in any organization.

1.8.2 Emotional Intelligence

Emotional Intelligence is referred to as the ability of any person to control own emotions as well as control other emotions (Locke, 2005; Nelis et al., 2009). Additionally, the idea of emotional intelligence is said to consider the skills like emotional awareness (Smirni et al., 2019), ability to harness those emotions (Huisman, 2010), and finally the ability to manage the emotions effectively (McKenzie et al., 2019).

1.8.3 Psychological Contract

Psychological contract is referred to set of those expectations that any employer or employees have from organizations. Psychological contract was actually developed by

(Rousseau, 1990) who was a scholar and highlighted fact that when two people have great professional relationship then they both expect better outcomes from each other.

1.8.4 Employee Commitment

Employee Commitment is defined as that dedication any person has towards any activity. According to Blotnicky et al., (2015), when any person is committed to anything, then it is expected that he or she will perform everything by rules.

1.8.5 Quality of Work Life

Quality of work life is defined as a concept which states condition of favorableness or unavoidable-ness which is related to job in a working environment in any organization.

1.8.6 Job Satisfaction

Job satisfaction indicates the extent by which employees within any organization can experience self-motivated, satisfied, and happy with their workplaces and work process. Higher satisfaction may lead to higher organizational and employee related performance dynamics in any work setting (Canrinus et al., 2012).

1.8.7 Appreciative Leadership

The title of appreciative leadership specifies that working together in any organization is more important than working through some authority as such leadership may provide employees with more energy and power to contribute towards the success of the organization (Cooperrider et al., 2008).

1.8.8 Turnover intention

Turnover intention is related to employees of business organizations in which they plan to leave their current job for changing their workplace (Cohen et al., 2016). Moreover, this intention of employees is dependent upon several factors of business companies.

1.9 Summary and organizations of all chapters

Chapter One of research paper is related to the overview and background of research study, which help researcher to get proper information in addition. This section has stated about background of this research, which focused on oil and gas industry of United Arab Emirates. Furthermore, several issues have been explained by researcher in this section, which enhances the importance of this study in relevant manner. Five independent factors of oil and Gas Company have been reviewed in this section such as job burnout, Employee Commitment, psychological contract, emotional intelligence, and work life quality. The section examines how these factors can affect the intention and behavior of employees in their turnover process. However, there are some mediating factors also present which can influence dependence of turnover intention to independent factors in more manners. Mediating factors like job satisfaction and appreciative leadership style can mediate effect of independent factors in both positive and negative ways.

Chapter Two has reviewed previous literature and theories which can be applied to this study and the oil and gas business companies. These theories are social exchange theory, Theory of hierarchy of needs, expectancy theory, and Herzberg's two factor theory. Additionally, different past researches on the dependent and independent variables have also been focused in this section.

Chapter Three has shed light on different research methods which are recommended for conducting and completing study in smooth manner. The research design, data collection methods and procedure, data analysis process have also been discussed in this chapter. The questionnaire administered in this study has also been included in this chapter.

Chapter Four is presenting the data analysis of the collected data from respondents. In this context, quantitative method was used. The Quantitative data will be analyzed and discussed through statistical methods. Hypothesis testing shall be done too. The results of the questionnaire will be discussed in the context of variables and the hypotheses of the study.

Chapter Five will be present the conclusion along with suggestions and recommendations for resolving the issues and problem of oil and gas industry. the chapter will show how problems of the oil and gas industry can be mitigated by implications of the study. There shall be an overall conclusion of this study which shall help readers understand the purpose and utility of this study.