

Review on Job Satisfaction, Intention to Leave and Corporate Entrepreneurial Characteristics in United Arab Emirates' Construction Firms

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Abstract:

Recently construction companies and real state of SMEs sector of Dubai, reported that they have a combine shortfall of skilled staff of up to 500,000. In addition to that, recently tourism industry of UAE, one of the most dominating service sectors also reported the severe shortage of qualified hospitality staffs. The shortage of workforce in the industry is one of the major causes of unfair distribution of work load and also an unjust compensation and reward system in the overall industry. The supply and demand of workforces is also one of the crucial predictor factors for job satisfaction and may lead to quit their job or to migration. While examining the various factors that may affect employee's intention to leave, many research findings confirmed that job satisfaction caused the highest variance on to leaving intention. To get the deeper analysis of the job satisfaction and its impact on employee's intention to leave, many researchers argued that there were many facets of job satisfaction that may cause the leaving intentions and therefore job satisfaction has been considered a variables composed of multiple factors. It is evident that there are many studies had been conducted to examine the relationship between job satisfaction and employees leaving intentions. However, not many studies on the same line have been fully addressed in small and medium size firms in UAE working setting and also most of the studies sampling strategies had focused in industries in developed economies. Therefore, it is believed to be a gap in the literature in the context of the job satisfaction and intent to leave in SMEs.

Keywords: Job Satisfaction, Intention to Leave, Corporate Entrepreneurial Characteristics, United Arab Emirates, Construction Firms

I. INTRODUCTION

In 2013 Dubai's construction projects have continued to gain momentum since 2012 accounting for 43.8% of total UAE construction projects in 2013, reaching USD 22.8bn almost doubling compared to 2012. According to Middle East Business Intelligence (MEED), the value of Dubai's construction projects due to be awarded in 2014 recorded a significant increase at USD 22.2bn, reaching almost the 2013 level. The construction sector will benefit from a massive expansion in Dubai's transport and hospitality sectors with the 2020 tourism strategy aiming to attract 20 million visitors to the emirate by the end of the decade being on track.4, Dubai construction sector witness a great economic acceleration (Emirate NBD Report, 2014)

The construction sector is now the fifth largest sector in Dubai's economy, recording a share of 8.4% of total GDP in Q1 2014. Construction continued to gain momentum in Q1 2014, it is expected that construction growth to have accelerated during the course of 2014 as new projects broke ground. According to the Dubai Statistics Centre (DSC), between 2010 and 2012, the total number of workers in the sector declined at an average of roughly 10% per year to 464,711 workers representing 19.5% of Dubai's total workforce. We expect this trend to reverse given that 30% of the estimated 277,000 new jobs will be directed to the construction sector over the next six years in line with the 2020 Expo's strategic objectives.

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II. PROBLEM STATEMENT

Recently construction companies and real state of SMEs sector of Dubai, reported that they have a combine shortfall of skilled staff of up to 500,000(Workforce Planning Study, 2014). In addition to that, recently tourism industry of UAE, one of the most dominating service sectors also reported the severe shortage of qualified hospitality staffs (Annual Investment Meeting, 2015). The shortage of workforce in the industry is one of the major causes of unfair distribution of work load and also an unjust compensation and reward system in the overall industry (Zurne, Doleab& Stillwell, 2005; Annual Investment Meeting, 2015). Zurn et al (2005) also argued that supply and demand of workforces is also one of the crucial predictor factors for job satisfaction and may lead to quit their job or to migration.

According to the latest Towers Watson's Global Workforce Study (GWS, 2013), work-related stress and money continue to weigh on the minds of UAE employees more than their global peers. Consequently, companies run the risk of low employee productivity and financial performance. The study showed that 42 percent feel excessive pressure from their job, while 56 per cent are insecure about the future of their finances. Only a few employees (30 per cent) feel their company supports policies that promote staff health and well-being, 12 per cent less than the global average. As a result, employee loyalty in the UAE is falling, with almost half of employees (44 per cent) believing they are likely to leave their company within the next two years and a further 31 per cent are unsure if they can stick to their current job.

While examining the various factors that may affects employees intention to leave, many research findings confirmed that job satisfaction caused the highest variance on to leaving intentions (Shropshire & Kadlec, 2012; Chen, 2007; Böckerman&Ilmakunnas, 2007; Randhawa, 2007). To get the deeper analysis of the job satisfaction and its impact on employee's intention to leave, many researchers argued that there were many facets of job satisfaction that may cause the leaving intentions and therefore job satisfaction has been considered a variables composed of multiple factors (Westlund& Hannon, 2008). In an academic literature, unarguably Westlund and Hannon (2008) work has been regarded one of the seminal conceptual research, where he examined the relationship of leaving intentions with the nine (9) multifaceted variables of job satisfaction.

From the discussion so far, it is evident that there are many studies had been conducted to examine the relationship between job satisfaction and employees leaving intentions. However, not many studies on the same line have been fully addressed in small and medium size firms in UAE working setting and also most of the studies sampling strategies had focused in industries in developed economies (Chan and Morrison, 2000; Murrar and Hammad, 2013, Ghani, 2014). Therefore, it is believed to be a gap in the literature in the context of the job satisfaction and intent to leave in SMEs.

However, recently in academic literature, it is also found that researchers were also interested to know the moderating and mediating role of employees personal characteristics such as "gender, age, tenure, qualification etc. on the job satisfaction and intention to leave relationship, to examine whether personal factors of employees affects the job satisfaction and intent to leave relationship but very limited studies that how organizational factors such as entrepreneurial characteristics may have a role in job satisfaction and intent to leave relationship" (Cortese, 2012; Maqbali, 2015).

III. LITERATURE REVIEW

Determinants of Intention to Leave

Many researches attempted to answer the question that what factors significantly determine the employees' intentions to leave the organizations (Jonathan, Thibeli, & Darroux, 2013; Kalliath& Beck, 2001; Kramer, McGraw, & Schuler, 1997). While actual resignation behavior is the primary focus of interest to employers and researchers, intention to quit is arguably a strong proxy indicator for such behavior. Among numerous studies, researchers' found the antecedent of the intention to leave among employees and tried to explain what factors cause employees to leave (The Future of Work 2020, 2007).

Sawatzky and Enns (2012) highlighted 261 emergency Canadian nurses, and 26% of the sample reported that they intended to leave employment within a year. Sawatzky and Enns found that engagement was

the key to intention to leave, and was also linked to job satisfaction and burnout. Factors influencing engagement were professional practice, management, resources and shift work. They found various variables such as personal factors (Mustapha, 2009); work family facilitation (Aziri, 2011). Sabanciogullari&Dogan (2015) conducted a research on 2,122 nurses in Turkey. They explored a strong positive correlation between nursing professional identity and nurses' job satisfaction. Moreover, collectively 15.5% of the nurses informed that they have intention to quit their job because of professional identity crisis and lower job satisfaction.

Mitchell et al. (2001) deepen the investigation in this domain by analyzing, in addition to job satisfaction, the effect of what researchers called “job embeddedness” on turnover intention throughout three constructs; fit (compatibility with company environment), links (communications with other people, teams, and companies) and sacrifice (the compromising of physical or psychological convenience when quit). While the findings of this study provide initial support on the ability of job embeddedness factors to predict turnover intention more than that made by job satisfaction. But the results were not conclusive yet. In a similar vein, Xia, Yufan& Wei (2011) concluded that occupational risks and social risks are positively correlated to turnover intention.

However, despite many studies on finding the causes of the leaving intentions, job satisfaction had been found to be the most crucial antecedent to leaving intentions. Therefore, it is safe to argue that prior research has shown that job satisfaction is strongly and inversely associated with employee's intention to leave an organization (Ghani, 2014; MacIntosh& Doherty, 2010). In other words, more satisfied employees are less likely to seek a new job, with a new employer. For this reason, studying the factors associated with job satisfaction is practical and valuable in today volatile globalized workforce market; particularly in the highly globalized labor market like Dubai.

Determinants of Job Satisfaction

Most of the studies on job satisfaction have been looking into a single facet of job satisfaction, i.e. did not focus on composite facets of job satisfaction (Boles, Wood & Johnson, 2003). Churchill (1974) succinctly argued that to measure the job satisfaction, one must consider numerous organizational characteristics in evaluation to get the broader and accurate measure of employee beliefs and attitudes. Because these factors or characteristics related to individual has its relative importance, that is, if an employee may mention that he/she is very happy and satisfied with his/her wages, work environment, promotion etc. but is actually dissatisfied with some other aspect of work such as the actual work itself (Minakshi& Jain, 2013).

Factors which cause satisfaction and dissatisfaction from the job for employees are extensively discussed in the two-factor theory (1959) and job characteristics theory (1976). Based on the framework of the both theories, Wood, Chonko, and Hunt (1986) and Purani&Sahadev (2007), argued that to accurately measure the determinants of “job satisfaction”, a number of characteristics of the job may need to be evaluated if one hopes to obtain a gamut of employee beliefs and attitudes about their job. These characteristics or facets may not be of equal importance to every individual.

Heinen et al. (2013) acknowledged that characteristics of the work setting, professional identity, job satisfaction, and burnout are the most persuasive factors that influence nurses' decision to remain or to quit their job. Earlier research shows that turnover in nursing is a logical consequence of nurses' job dissatisfaction. Pasaoglu& Tonus (2014) identified nurses' job satisfaction at low level during the first 5-years. They also stated that nurses' job satisfaction usually increase along with their increased working experience in hospitals

Organizational research indicated that employees develop attitudes of job satisfaction represents a combination of positive or negative feelings that workers have towards their work (Amir, 2013). Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which shaped the expectations on certain level of job satisfaction. Wood et al (1986) proposed a six multidimensional job satisfaction which consists of; (i) satisfaction with supervisor, (ii) satisfaction with variety, (iii) satisfaction with closure, (iv) satisfaction with compensation, (v) satisfaction with co- workers, and (vi) satisfaction with management and HR policies.

Satisfaction with Supervisor

According to Wood et al. (1986) and Ghani (2014), this dimension of the job satisfaction determines the level of job satisfaction on the basis of employees' perception on how much are they satisfied with the information or guidelines provided to them by their supervisors to carry out their job. Narayanan and Zafar

(2014) in their research concluded that the major factors influencing job satisfaction are treatment by superiors, work environment, emotional intelligence.

Satisfaction with Variety

Satisfaction with variety is another dimension of job satisfaction, whereby employees perceive the level of satisfaction by having variety of tasks such as challenging but not routine (Kim, 2015). This also helps the employees to perceive that there are a lot of opportunities available for them to grow in the organization. Furthermore, this dimension also measures the employee perception of job satisfaction through the level of perceived freedom in job.

Satisfaction with Closure

Satisfaction with closure is the dimension of perceived job satisfaction, which determines how an employee perceives his/her job as a source of opportunity that provides him/her enough opportunity to complete the work from beginning till the end (Kim, 2015).

Satisfaction with Compensation

Compensation is one of the most extrinsic indicators of job satisfaction. This dimension determines the level of job satisfaction of employees by knowing how much they are satisfied with the pay or compensation or any other aspects of job security associated with jobs have provided to them.

Satisfaction with Co-workers

Satisfaction with co-workers is the dimension of perceived job satisfaction, which determines how an employee perceives his/her job accomplishment by the support or the presence of his/her co-worker's attitude and behavior such as selfishness, friendly or supportive (Purani&Sahadev, 2007).

Satisfaction with Management and HR Policies

A major dimension of job satisfaction that emerged from Purani and Sahadev's research (2007) provided a factor of job satisfaction, which relate to the overall satisfaction with the human resources policies and strategies of the organization. This is often verbalized in terms of such statements like "This Company always acts for the wellbeing of its personnel" or "I am satisfied with the overall working conditions". This is a reflection of the trust in the organization's inclination in favor of its employees. Purani and Sahadev (2007) and US Department of Education study's (1997) argued that while issues like supervisory behavior and compensation form part of the micro issues regarding an employee's engagement with the organization, the overall policies and strategies regarding the personnel is associated with a macro perspective with regard to the person's evaluation of the organization. For instance, even if a particular supervisor is fair and empathetic, if the overall policies of the organization with regard to personnel are not up to the satisfaction level of the employee need, he/she may be inclined to quit (Kim, 2015).

The six facets of job satisfaction factors discussed above is purely derived on the earlier theories of hygiene theory (Herzberg, 1959) and job characteristic theory (Hackman & Oldham, 1976), and used recently in various studies to measure the level of job satisfaction (Ghani, 2014, Mustapha, 2009, Jamilah, 2009). However, recently studies on job satisfaction have been taken into rather more organizational context in terms of competition and competitiveness of the organization (Alam& Dubey, 2014; Adonisi, 2003; Davis, 2006; Wyk&Adonisi, 2008). There is a general recognition that corporate entrepreneurial activities are essential in maintaining the competitiveness of an organization's wellbeing (Herbert & Bazeal, 1998).

Corporate Entrepreneurship Characteristics (CEC)

Vesper (1984) developed three components of corporate entrepreneurship, which he identified as (1) new strategic direction, (2) initiative from below and (3) autonomous business creation. Vesper's conceptualization illustrates that corporate venturing can be any of these three individual types, as well as any or all of the possible combinations.

In the same vein, Covin and Miles (1999) identify three forms of corporate entrepreneurship. These are (1) an established organization that enters a new business (2) an individual or individuals who champion new

product ideas within a corporate context; and (3) a situation where an entrepreneurial philosophy permeates an entire organization's outlook and operations.

Jennings and Lumpkin (1989) identified four organizational activities that are associated with corporate entrepreneurship. These activities include 1) participative decision making, 2) involvement of specialized personnel, 3) participative development of performance objectives, and 4) risk taking by managers.

A careful examination of the above definitions and the characteristics of the corporate entrepreneurship that different authors sometimes use the same term differently, and some authors use different terms to describe the same phenomenon. However, analysis of the above literature indicates a common pattern with mutual elements among the various definitions.

A general themes that runs through the various conceptualizations of corporate entrepreneurship is that corporate entrepreneurship is characterized by the following:

- The birth of new businesses within existing businesses
- The transformation or rebirth of organizations through a renewal of key areas of business.
- Renewal or rebirth is entrepreneurial since it reflects a radical departure from historical and predominant structural patterns.

Hornsby et al (2002) presented the findings of their survey data and come up with the five (5) factors of the corporate entrepreneurship (CE) activities. In the study, corporate entrepreneurial activities or characteristics by Honsby et al (2002) has been used to identify whether there is any significant relationship between job satisfaction, intention to leave and corporate entrepreneurship. The following are the five (5) characteristics/factors of corporate entrepreneurship.

Management support

This refers to top management's facilitation of innovation and corporate entrepreneurship. According to this, support can assume many forms, including championing ideas, providing necessary resource or expertise, or institutionalizing the entrepreneurial activity within the firm's systems and processes. Studies have recognized that satisfaction from the job foresee entrepreneurial intentions (Eisenhauer, 1995; Watson et al., 1998). The majority literature on job satisfaction hypothesizes that it is organizational management which decides satisfaction from the job (Kim, 2015; Agho et al., 1993; Welsch&LaVan, 1981). A helpful management support is time and again represented by commitment of the management, strong administrative, peer support and opportunities for the innovation (Niehoff et al., 1990; Yuki, 1989).

The findings from research show that good support from superior as well as peers eases the job pressure and burnout of the employees, which eventually increases job satisfaction. This type of support may perhaps predominately critical in duties where outputs are tentative, such as working environments are innovative ((Balabanova et al.,2016; Niehoff et al., 1990; Yuki, 1989).

Fuuraukh, Iqbal and Khan (2014) found in their studies that management support or organizational support for innovation does create an climate in the firm, where employees perceived a greater level of job satisfaction. However very few studies had empirically recognized the relationship between support from top management in creating an environment of institutionalizing of innovative practices and job satisfaction (Furrakuh et al, 2014; Cable & Edwards, 2004). It is also important to comment that most of the studies when conducted on corporate entrepreneurial characteristic in a particular industry, it had been more on comparative analysis among companies that how they exhibit the corporate entrepreneurial activities rather focusing on its relation to employees' behavior or attitude. (Eisenhauer, 1995; Kreiser, Marino, & Weaver, 2002).

Work discretion

This refers to the freedom for workers to manage work, take risks, and innovate. This also refers to the extent to which one feels that top managers tolerate failure, provide decision- making latitude and freedom from excessive oversight, and delegate authority and responsibility to lower level managers and workers. Alam (2009) found that employees' innovativeness is one of the crucial factors in fostering innovative activities in the firms. Based on his findings, he claimed that this is firm's responsibility to ensure its recruitment policy to attract and retain innovative workforce. In his study the relationship between personal innovativeness and

different types of innovations such as product, processes, marketing were significantly related positively in the study and had a greater impact on promoting innovations and thus higher performance (Schumpeter, 1934).

Therefore, firms must adopt an internal model to identify the gaps of level of innovativeness among employees and fill those gaps and develop employees' level of innovativeness, and perhaps the best in this situation would be a learning organizational model (Senegal, 1992; David, 2013).

The research results of Rutherford and Holt (2007) showed that the autonomy or freedom given to make a decision can trigger innovation in companies. Internal factors impacted the organization is an important element in instilling the entrepreneurial spirit among employees in the organization. Work discretion can positively influence employees and may enhance the level of job satisfaction. Therefore the work discretion a dimension of corporate entrepreneurship may enhance the employee's performance and ultimately a better reward for performance leads to higher job satisfaction (Farrukh et al, 2014, Ghani, 2014).

Rewards and reinforcement

The alignment of appraisal and reward systems with performance and innovation; The literature on CE emphasizes that an effective reward system that spurs entrepreneurial activity must consider goals, feedback, stress individual responsibility, and results-based incentives (Balabanova et al., 2016; Barringer and Milkovich, 1998). The use of appropriate rewards can enhance and motivate employees' willingness to assume the risks associated with corporate entrepreneurial activity (Tsai, Huang, Li-Yin, Chiang, & Shu-TiChiou., 2016). Organizational systems must provide rewards and recognition for creative work and performance accomplishments (Tsai et al, 2016, Amabile et al. 1996). There is abundant literature on organizational control systems such as pay-for-performance that could lead to innovative activity by employees (Ghani, 2014; Mustapha, 2009).

Noor et al (2011), studies corporate entrepreneurial internal ecosystem using organizational climate, management support as well as reward and resource availability for innovation activities in the firm. Noor et al (2011) found that reward and resource availability are among the most crucial antecedent of innovation and creativity. This further can concludes that employee's creativity or new ideas are related to a fair performance based reward system ensures the greater job satisfaction and hence lowers the leaving intentions.

Time availability

This refers to the extent to which one feels that individuals and groups have the time needed to pursue innovations and that their jobs are structured in ways that support efforts to achieve short- and long-term organizational goals. Time availability for employees is considered as one important variable to promote corporate entrepreneurial act and innovation as witnessed by authors such as Hornsby et al, (1993). In support of this, De Jong and Hartog (2007) noted that to stimulate innovative behaviors, allocating necessary time is essential.

Organizational boundaries

This refers to the extent to which one feels that precise explanations of outcomes expected from organizational work and development of mechanisms for evaluating, selecting, and using innovations exist within the organization. Therefore, this refers to a supportive organizational structure. This is seen as pivotal to successful CE (Khandwalla, 1977; Sathé, 1985; Hisrich & Peters, 1998; Sykes & Block, 1989; Brazeal, 1993; Hornsby et al., 1992, Barrett and Weinstein, 1998).

Although structure stabilizes an organization when environmental conditions change, the organizational inertia associated with a particular form, can inhibit adaptive change and therefore, survival (Hannan & Freeman, 1984). According to Burgelman and Sayles (1986) organizational structure provides the administrative mechanism by which ideas are evaluated, chosen and implemented. Structure therefore involves organizational boundaries. These are the boundaries real or imagined which could prevent or encourage employees to looking at problems outside their own jobs. It seems that traditional rigid structural approaches of creating and implementing strategic plans are inadequate to deliver entrepreneurial success (Zahra et al., 1999; Antoncic & Hisrich, 2001; Morris & Kuratko, 2002).

Formalized structures have been documented as negatively correlated with entrepreneurial innovation (Zaltman, Duncan & Holbek, 1978). A presumed reason for this finding is that in a formalized context, work-related behaviors are largely controlled by strict rules and procedures, allowing little opportunity for creativity

and innovation. Informal structures, on the other hand, tend to be characterized by low emphasis on work rules and formal procedures, providing increased autonomy to experiment with innovative solutions and permitting relatively easy exchange of information across organizational boundaries (Zaltman, et al., 1973). A flexible structural design is likely to facilitate the openness and exchange of ideas and information among organizational participants that are required for the successful development of innovative entrepreneurial ventures (Kanter, 1985; Van de Ven & Poole, 1995).

Chung and Gibbons (1997) argue that the creation of CE is not achieved through rules because it is largely spontaneous and cannot be planned - it is by its nature an inspired process. Elongated organizational structures also tend to obstruct the identification of market opportunities, the pursuit of opportunities, risk taking and the implementation of effective marketplace moves (Morris & Kuratko, 2002).

It is also important to comment that after reviewing the above relevant literature on corporate entrepreneurship, most of the studies when conducted on corporate entrepreneurial characteristic in a particular industry, it had been focused on comparative analysis among companies that how they exhibit the corporate entrepreneurial activities rather focusing on its relation to employees' behavior or attitude. (Wong, Wong, & Wong, 2015; Eisenhauer, 1995; Kreiser, Marino, & Weaver, 2002). However, there are many studies found, where researchers looked at the direct relationship between corporate entrepreneurship activities along with entrepreneurial orientation, market orientations, learning organization, organizational flexibility and job satisfaction (Wyk & Adonisi, 2008, Alam, 2009; Kohli and Jawaoski, 1990; Narver and Slater, 1994). However none of the study found out to be available, which focuses particularly that how corporate entrepreneurship characteristics moderate the relationship between job satisfaction and leaving intentions. Therefore this study would take a different stand point from here to add this variable as a moderating variable into the model of job satisfaction and leaving intentions relationship.

To this point, it is now apparent that, in this study, three important construct/concepts job satisfaction, intention to leave and corporate entrepreneurship (CE) are being conceptualized in this study. According to Boles et al., (2003) and Wong, Wong, & Wong, (2015), job satisfaction is the psychological evaluation of the degree to which work environment completes and fulfils the employees' needs. This definition clearly indicates that the employees' appraisal of particular job or tasks, overall working environment, top management support in floating ideas, autonomy at work, different benefits and opportunities provided are some of the most requirements or needs an employee may perceived towards job satisfaction.

Studies on relationships between corporate entrepreneurship, job satisfaction and intention to leave.

Murrar and Hammad (2013) argued that studies that investigate the relationship between job satisfaction and intent to leave are abundant, however this relationship has not been fully addressed in the small and medium sized firms particularly in the developing countries (Wong et al., 2015).

The central argument advanced by the present study is that CE promotes strategic agility, creativity and continuous innovation throughout the firm. It is further argued that CE fosters a corporate culture that facilitates opportunity identification, discovery of new sources of value, product and process innovation that lead to greater organizational performance (Paillé, Raineri, & Valeau, 2015). CE can therefore be conceptualized as the strategic force that drives satisfaction, and generates high levels of job satisfaction among organizational members and enhance the level of job satisfaction to reduce the leaving intentions (Paillé et al., 2015).

Recently Ghani (2014) provided the finding of an empirical study in five (5) shipping firms operating from Dubai, UAE. In his study, the correlation matrix suggested that manager's satisfaction with supervisor, job variety and closer had significantly and negatively correlated with the manager's intention to leave at moderate level. However satisfaction with compensation and HR policies has lower level of negative and significant association with leaving intentions. However the study did not look into any other factors which may impact on the relationship of job satisfaction and intent to leave among managers in shipping firms in Dubai-UAE. Therefore, it could be argued that the present study would enhance the knowledge of understanding of the job satisfaction and intent to leave relationship by examining the moderating role of corporate entrepreneurial characteristics on the relationship job satisfaction and employee's intention to leave.

A recent empirical study on IT workers in the USA public-sector was carried out by Shropshire and Kadlec (2012). The study reiterates the propositions of that job satisfaction, organizational support, supervisor support, and rewards are inversely related to turnover intention. These findings further supports the objective of

this study and further would support the hypothesis that there is a relationship of job satisfaction and employee's leaving intentions. However, this study would like to also validate the relationship job satisfaction variables and leaving intentions by examining the moderating effect of corporate entrepreneurial activities of the companies, which may enhance and improve the employee's level of job satisfaction by introducing many entrepreneurial activities such as freedom for workers to manage work, take risks, and innovate (Sharma & Nambudiri, 2015; Hornsby et al, 2002).

Diala and Nemani (2011), in their study made an attempt to answer the question of "what is the factors influence professional are perceptions of job satisfaction". The found empirically that in white color/executive level jobs, autonomy in work, motivation, and the potential for advancement as factors with direct impact on general satisfaction. In this case, it could also be argued that employees tend to be more motivated if they would have opportunity to grow and have freedom at work, eventually leads to the greater job satisfaction and may reduce their leaving intention in the future. However, again the study had looked into the antecedent of job satisfaction variables only. Therefore this study advances from this point that how organization rewards system to innovation and performance which a dimension of corporate entrepreneurship (CE) may relate to employees job satisfaction and leaving intentions (Wong, Wong, & Wong, 2015)

Therefore it is fair to argue, at the lower level satisfaction with job variety professionals and managers would likely to leave as soon as they get better job opportunities with greater level of job variety and challenges in their respective task. In a recent study of Purani and Sahadev (2007), several sales executives documented their feelings and opinions quite openly towards the relationship with their supervisors. According to their open opinion, the supervisor and its relationship with his/her sales people was one of the determinant of the job satisfaction. It is therefore argued that employees with poor quality of supervisor's relationship may likely to quit. Therefore managers or employees' who perceive lower level of supervisor's behavior, coordination, and support may likely to leave early.

Mahdi et al. (2012) provided a point of view, studying employees' intention to quit is more practical given that the actual quit behavior is difficult to be predicted; particularly if job vacancies were available at time of quit. Moreover, turnover intention is not only important as a predictor for actual turnover, but also as a factor with great influence on job performance and commitment; Yorgun et al. (2009) report that employees with intent to leave might drop productivity during the period prior to actual leave and thus

Makhbul, Rahid and Hasun. (2011) look over the factors influencing the turnover intention on a sample of 1,668 public and private sectors' employees. The proposed factors are the psychology (job satisfaction and fatigue) and physiology (somatic complaints) dimensions. The results of this study indicate that turnover intention does not influenced by the physiology dimension while job satisfaction is the factor with major influence. In an analytical study, Mahdi, Zin, Nor, Sakat, and Naim. (2012) confirm the inverse effect of intrinsic job satisfaction (job tasks and job content) and extrinsic job satisfaction (pays, co-workers and work conditions) on employees' turnover intentions in printing companies.

IV. CONCLUSIONS

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. In this chapter, a context of the study in SMEs of UAE and Dubai has been discussed and later a holistic review of the three important construct has been presented 1) intention to leave, 2) job satisfaction and corporate entrepreneurship (CE). Literature reviews on the three areas concluded that despite many studies have been empirically proved that job satisfaction and intention to leave are negatively associated with each other, no or very limited evidence are available to know that how the factors or attributes of corporate entrepreneurship are related to the construct of job satisfaction and intention to leave.

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