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Factors Influencing Employees' Intention to Leave Current Employment

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Abstract

For companies all around, employee turnover still poses a major obstacle influencing operational stability as well as financial performance. Key elements affecting employees' intention to leave—job happiness, organisational commitment, perceived support, job complexity, and job involvement—are examined in this paper. To guarantee varied representation, 102 staff members were given a structured survey conducted under stratified sampling. The study looked at the correlations between these factors using structural model evaluations and measurements. Results show that job satisfaction and organisational commitment greatly lower turnover intentions; high job stress and unclear career development prospects help to explain greater attrition rates. Our findings, in line with earlier studies (Griffeth, Hom, & Gaertner, 2000), show that workers with high organisational support have less intentions for turnover. Moreover, employee retention depends much on opinions of fairness in job security and compensation (McKnight, Phillips, & Hardgrave, 2009). The paper clarifies the need of using focused retention plans with an emphasis on job involvement, guaranteeing competitive pay, and building encouraging work environments by means of job engagement. Through addressing these elements, companies can reduce turnover risks and increase employee loyalty, hence improving general organisational performance.

Keywords: Employee turnover, Organisational commitment, Perceived support, Job complexity, job involvement

Introduction

Background of the Study

Focusing mainly on the parameters influencing employee satisfaction, their plans to leave, and their general performance across several sectors, the study investigates several aspects of how companies run. The study intends to give a complete knowledge of the factors influencing employee participation and loyalty by analyzing aspects like job stress, support from the company, goals connected to learning, and how employees view this assistance mix. For companies all around, the need to quit a firm is a major issue since it affects both operations'



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efficiency and financial situation.

Understanding the elements that cause people to think about quitting their roles will help to improve employee retention. Many studies have underlined how employees' decisions to stay or leave are influenced by organisational commitment, job involvement, contentment with the employment, and view of organisational support. Globally, companies' first major issue is employee retention, which influences operational effectiveness and financial performance. High turnover rates could cause knowledge loss, lower production, and more recruiting expenses. Research already in publication emphasises as main influences on turnover intentions elements including job satisfaction, organisational support, and commitment. By looking at how occupational stress, organisational support, career development chances, and pay affect employees' choice to stay or go, this paper seeks to close this gap.

By addressing these elements, the study provides insights that empower companies to develop effective retention strategies. Employee retention plays a crucial role in enhancing organisational efficiency and ensuring financial stability, making it a focal point of extensive research. High turnover rates lead to the loss of valuable organisational expertise, decreased productivity, and increased recruitment costs (Griffeth et al., 2000). The choices employees make regarding their tenure are significantly influenced by their commitment to the organisation, job satisfaction, and the support they perceive they receive (Allen et al., 2003).

Recent studies highlight the critical role of workplace stress, opportunities for career advancement, and salary in influencing employee retention, especially within Pakistan's banking and hotel sectors (Gnanakkan, 2010). This study aims to clarify these elements by examining their interactions within specific organisational environments.

Gap Analysis

By means of a comprehensive investigation of the elements influencing workers' propensity to quit their occupations, this research seeks to close present knowledge gaps. It seeks to help companies create successful plans and approaches to reduce staff turnover, therefore producing a workforce more consistent, involved, and productive. Aiming to close the present knowledge gap, the study will investigate in great depth the elements influencing employees' choices to depart. This will help companies create strategies that lower the employee turnover rate and support a more homogeneous, motivated, and efficient staff. Previous studies have pointed out a number of elements influencing employee intention to quit as well as engagement. Still, further research including these elements in particular settings, like industry, culture, and location, is required. The knowledge gap exists in the present lack of awareness about how these elements interact within various organisational environments and how they affect employee performance. Though a lot of study has been done on work satisfaction and turnover intentions, knowledge of how these elements interact in various sectors and cultural environments is lacking (Muliawan et al., 2009). Although studies have shown a correlation between job engagement and retention, little study has examined how organisational commitment and workplace complexity affect workers' leaving choices (Barak et al., 2001). Furthermore, a lot of current research concentrates on Western



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settings, which leaves a knowledge vacuum on turnover factors in South Asian economies (Firth et al., 2004). This paper attempts to close these gaps by means of an analysis of the influence of job engagement, perceived organisational support, and occupational stress on turnover intentions in Pakistan's corporate sector.

Problem Statement

The important subject of what elements of an employee's desire to quit their job they perceive to be most important will be addressed in this paper. By means of identification and evaluation of these factors, this study aims to ascertain the justification behind employees' choices to seek for alternative job opportunities. Common issues for companies are low work satisfaction and high human turnover rates; they affect output and general performance negatively. Particularly in specific environments like Pakistan's banking sector or hotel chains, it is still unknown how many elements like job stress, pay satisfaction, and talent management methods influence these outcomes despite a lot of research.

Research Objective

- ✧ To identify the key factors influencing work engagement and job performance.
- ✧ To explore the relationship between job satisfaction, pay satisfaction, and turnover intentions.
- ✧ To assess the effects of job stress on employee performance and turnover intentions in the organization of Pakistan.

Research Question

- ✧ What are the key factors influencing work engagement and job performance?
- ✧ How do job satisfaction and pay satisfaction relate to turnover intentions?
- ✧ What is the impact of job stress on employee performance and turnover intentions in the organization?

Significance of the Study

Companies aiming to keep a consistent and efficient workforce need to understand the factors that affect employees' desire to stay or leave their jobs. The value of this study lies in its ability to provide deep insights and practical advice that can enhance job satisfaction, organizational efficiency, and the retention of employees. This research provides valuable insights for businesses looking to boost employee satisfaction and commitment. By creating a supportive work atmosphere, companies can implement customized solutions and policies grounded in an understanding of the specific factors that impact job satisfaction and the intention to leave. Managers and HR professionals will find the results particularly useful in formulating plans that promote employee health and organizational success, leading to higher productivity and reduced employee turnover. This study offers HR managers and organisational leaders useful advice and clarifies the elements influencing workers intentions to remain or go. Businesses may use focused plans to lower turnover by knowing important factors such as work satisfaction, supervisory support, and career growth chances



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(Saks, 2006). The results of the research will help companies create policies that encourage a friendly workplace, raise worker satisfaction, and increase general organisational performance. Good retention policies help to maintain worker stability, hence lowering the recruiting and training expenses (Griffeth et al., 2000; McKnight et al., 2009).

Literature review

Given high turnover rates have a detrimental impact on productivity and organisational stability, companies are worried about employees' intentions to leave a company. Many research have examined the factors influencing workers' inclinations to leave, including job engagement, contentment with work, managerial support, and workplace complexity. This review of the literature emphasises the study by Alzayed and Murshid (2017), which examines factors affecting workers propensity to resign, based on past studies on these important actors.

Job Satisfaction

This study aims to address the crucial question: What factors of an employee's intention to leave their employment do they believe to be most crucial? By means of identification and evaluation of these factors, this study aims to ascertain the justification behind employees' choices to seek for alternative job opportunities. Common issues for companies are low work satisfaction and high human turnover rates; they affect output and general performance negatively. Particularly in specific environments like Pakistan's banking sector or hotel chains, it is still unknown how many elements like job stress, pay satisfaction, and talent management techniques influence these results even after a lot of research.

Job satisfaction is the degree of satisfaction workers have for their employment positions. Lower turnover intentions are related with higher work satisfaction. The nature of the work, pay, work-life balance, and chances for career progress define elements of job satisfaction. Understanding employee's intents to stay or quit a company depends critically on job satisfaction. Job satisfaction is the degree to which workers find their occupations fulfilling. Greater job satisfaction corresponds with lower inclinations to leave employment. One's level of job satisfaction depends on opportunity for career development, work-life balance, pay, and the nature of the employment. Job satisfaction is a major determinant of an employee's intention to either stay or leave a company. Its definition defines it as people's general level of satisfaction with many aspects of their employment and work. Work satisfaction covers employees' degree of value for the features of their occupations, their sense of self-actualization, and their good emotional relationship with the work. According to Robbins and Judge (2009), job satisfaction results from good emotions brought about by assessing numerous facets of a job. 2008 saw employment in Luna-Arocas and Camps. Job happiness is one crucial determinant of one's inclination to leave. Researchers Slocum and Hellriegel (2007) found that workers who are dissatisfied with their working conditions are more likely to abandon their employment. Pepe (2010) claims that job satisfaction mostly comes from emotional happiness at work, so employee retention is directly impacted. Job satisfaction and intention to leave have a negative association, claims McKnight, Philips, and Hardgrave (2009).



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Workers who are content in their jobs are less inclined to seek alternative employment (Freeman, 1978).

Employees Intention to Leave

Employee intention to leave is a major determinant of an organization's stability and performance. It relates to the inclination or probability employees will leave their present employment. Sometimes this goal is seen as the last stage before a real transition (Muliawanetal., 2009; Baraketal., 2001). Strong intentions to leave a company can lead to less organisational efficiency and increased hiring and on-boarding costs (Brown and Mitchell 1993; Simmons, 2008). Knowing the factors affecting employees' intentions to quit helps organisations design plans to boost retention and reduce turnover rates. The study of organisational behaviour in the literature has focused especially on employees' intentions to leave. Gaertner and Nollen (1992) define turnover intention as the behavioural intention to leave a company influenced by workplace policies, labour market conditions, and employee impressions. Price (2001) defined turnover as the movement of personnel outside of organisational bounds, while Gnanakkan (2010) saw it as a person's emotional and mental reaction to leaving their job. Many studies have indicated that actual turnover can be predicted by turnover intention (e.g., Griffeth, Hom, & Gaertner, 2000 Barak, Nissly, & Levin, 2001 Kim, Lee, & Carlson, 2010).

Employees Perception of Support

Views of help by employees cover several spheres, including social support, training, and supervising help. Social support that can raise job satisfaction and aid to overcome work-related problems includes colleague care, respect, and assistance (Price, 2001; Harris et al 2002; Pepe, 2010). Supervisor support—the view of employees on their managers—helps to reduce job unhappiness and annoyance (Saks, 2006; Eisenberger et al., 2002; Holman, 2002; Kalliath and Beck, 2001). Training increases employee competence and career progress, so improving job satisfaction and lowering intents to leave the organisation (Samgnanakan, 2010; Jun, Cai, and Shin, 2006 Bigliardi, 2005). Through employee training, staff workers have the opportunity to acquire the necessary skills as well as to increase their knowledge, experience, and ability for better teamwork.

Conversely, organisational training is a very helpful tool that boosts employee adaptations since workers with more education and talent will be more successful, productive, and finally happy with their positions, without any intentions of leaving (Bigliardi, 2005). Training makes logical sense since it has been connected to higher organisational revenues and positive employee opinions on whether to keep on the job or leave (Mattox and Jinkerson, 2005). The high expenses involved in recruiting, training, and socializing—which translate into the turnover for the business—may make things costly for it. Consequently, the turnover could be detrimental for the business.

The literature on organisational behaviour has exhaustively examined employees' intentions to depart. Turnover intention, according to Gaertner and Nollen (1992), is the behavioural intention to leave an organisation driven by labour market factors, occupational policies, and employee views. Whereas Gnanakkan (2010) defined turnover as an individual's emotional and psychological reaction



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to quitting their employment, Price (2001) defined it as the movement of employees outside of organisational boundaries. Actually turnover is predicted by turnover intention, according to several studies (e.g., Griffeth, Hom, & Gaertner, 2000; Barak, Nissly, & Levin, 2001; Kim, Lee, & Carlson, 2010).

Employees Perception of Complexity

A job's level of challenge and skill requirements are important factors in job perception of complexity. While a certain amount of intricacy can add interest and engagement to a work, excessive complexity without sufficient assistance can cause dissatisfaction and enhance the possibility of turnover. It's critical to strike a balance between an employee's capacity and job well-being, as well as to provide the required tools and training. Job stress, locus of control, and position ambiguity are all factors in employees' perceptions of their complexity. Increased perceptions of complexity can lead to increased turnover intentions; these factors include high workplace stress, a lack of control over work, and ambiguous job roles (Firth et al., 2004; Silva, 2006). Workers who find their employment challenging and stressful are more likely to think about leaving since it will negatively affect their health and level of job satisfaction. Job goals and job stress increase workplace complexity and have an impact on employees' decision to quit. High levels of job stress have a negative impact on job performance and raise intentions to leave, according to Chen and Silverthorne (2005). Uncertain job roles lead to ambiguity, which lowers employee motivation and job satisfaction, according to Iverson (1999). Lower turnover intentions are expressed by employees who have more autonomy and clear job expectations (Nelson et al., 2007).

Employees Perception of Commitment

Employee loyalty and emotional tie to their employer is known as organizational commitment. High levels of organizational commitment lower plans to leave. Employee experiences, organizational culture, and confidence in the organization's objectives and ideals all have an impact on this commitment. Employee attachment and loyalty to the company are factors that impact their feeling of commitment, and these factors include job security, organizational fairness, rewards, and recognition. Since devoted workers are more likely to stick with the company, higher degrees of commitment are linked to lower intentions to leave (Maslach et al., 2001; Petroni, 2000).

Employees are more committed to their organization and are less likely to quit if they believe that their jobs are secure and that rewards are fair (Freeman, 1978; McKnight et al., 2009). The practice of assigning authority and other particular responsibilities from the top management to other staff members inside the company is known as empowerment. Two fundamental concepts of employee empowerment are structural empowerment and psychological empowerment, according to Mathieu et al. (2006). The work satisfaction and attrition rate of employees have been linked to structural empowerment. Employee commitment to their work and organizations increases with psychological empowerment, and employees are less likely to plan to leave their existing roles (Seibert et al. 2004; Mathieu et al. 2006; Bartram and Casimir, 2007).

Job Engagement

Job engagement gauges the psychological and emotional commitment workers



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make to their employment. Highly involved workers are less likely to have plans for turnover since they are more content with their positions and dedicated to their company. Job engagement helps one to gauge the psychological and emotional dedication professionals have to their careers. Highly engaged employees are more likely to be happy in their jobs and committed to the business, which helps to explain less plans to leave. Factors influencing employees' workplace involvement are chances for development and improvement, appreciation, and meaningful work. "Job engagement" is the phrase used to characterise workers' level of enthusiasm and involvement in their careers. It means employees engaging in their tasks both physically, psychologically, and emotionally. High workplace engagement is shown in work by vigour, dedication, and absorption (Chughtai and Buckley, 2011; Rothbard, 2001). Engaged workers are less likely to leave if they feel their job is important and are truly committed to their obligations (Saks, 2006; Slocum and Hellriegel, 2007).

Organizations looking to increase employee retention and lower turnover rates must comprehend the elements that influence employees' desire to quit, such as job satisfaction, sense of support, complexity, commitment, and job engagement. Organizations may improve employee loyalty and decrease turnover intentions by addressing these factors and developing a more positive and fulfilling work environment.

Conceptual model development and hypothesis

Link between Employees Intention to Leave Their Company and Job Satisfaction

The degree of job satisfaction of an employee determines their desire to leave a company rather greatly. It covers a spectrum of factors connected to an employee's work experience, including the kind of job, salary, chances for career development, and work-life balance. Generally speaking, less turnover intentions are linked to more job satisfaction. Happy employees are less likely to search for employment elsewhere and more likely to be devoted to their employer. Employment satisfaction is influenced by fair compensation, possibilities for professional development, a friendly workplace, and recognition of individual successes. Positively connected employee satisfaction and feeling appreciated helps to reduce the possibility that they would wish to leave the organisation.

H1: An employee's intention to leave their company declines with job satisfaction.

Relationship between Employees Perception of Support and Intention to Leave the Organization

The level to which employees feel supported at work is a major factor in determining their intention to quit. Social support and supervisory support are the two primary categories into which this support falls.

Social Support

The degree of assistance, thought, and help that employees provide to one another inside their social network at work is described as social support. Strong



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social support perceptions can lessen issues related to the workplace, increasing job satisfaction and decreasing plans to leave. Employee loyalty to the company is higher when they see that their coworkers are rooting for them. Research has indicated a favourable association between workers' social support network and job happiness, which in turn decreases their chances of considering leaving the company.

Supervisory Support

The degree to which workers feel their supervisors give them the assistance and motivation they need to complete their jobs well is referred to as supervisory support. An adequate level of supervisory support might help employees feel less frustrated and dissatisfied with their jobs. Employees experience better job satisfaction and emotional security when they feel their managers are helpful, which decreases their intention to leave the company. On the other hand, a dearth of supervisory assistance could increase employee dissatisfaction and frustration, resulting in higher intentions to leave

H2: The aim of an employee to leave the IT company suffers from their view of support—that of social support, supervisory support, training, and empowerment.

Relationship between Employees Intention To Leave Organisation and Their View Of Complexity

Employees' intention to leave was found to be positively correlated with their view of complexity—that which encompasses workplace stress, the locus of control, and role ambiguity. Workers with poor control over their work and great workplace stress showed more intentions for turnover. Employee well-being—including locus of control, job stress, and position ambiguity—had a positive effect on their desire to leave, it was found. Workers who lacked good control over their work and who felt a lot of workplace stress showed more want to quit. Strict working conditions and job stress undermining family life also shaped these impressions.

H3: Employees perception of complexity (job stress, the locus of control and role ambiguity) positively affects employee's intention to leave the IT sector.

Relationship between Employees Intention to Leave Organisation and Their View of Commitment

Organizational commitment and preferences to leave are inversely connected. Workers who feel more committed to the company in terms of job security, benefits, recognition, and justice are less likely to quit. Lacking acknowledgment and awards raise employee annoyance and dissatisfaction with their jobs, which in turn raises intents to leave the company.



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H4: Employees perception of commitment (rewards and recognition, job security and organizational justice) negatively affects employee's intention to leave.

Relationship between employee intention to leave their company and job engagement

Job engagement was proven to greatly affect employees' desire to depart negatively. Low job engagement helps workers to be more efficient in considering leaving their company. Based on the substantial positive link between the two factors, more participation might lead to higher job satisfaction and less plans to leave the company.

H5: An employee's goal to leave their company suffers when they are engaged in their job.

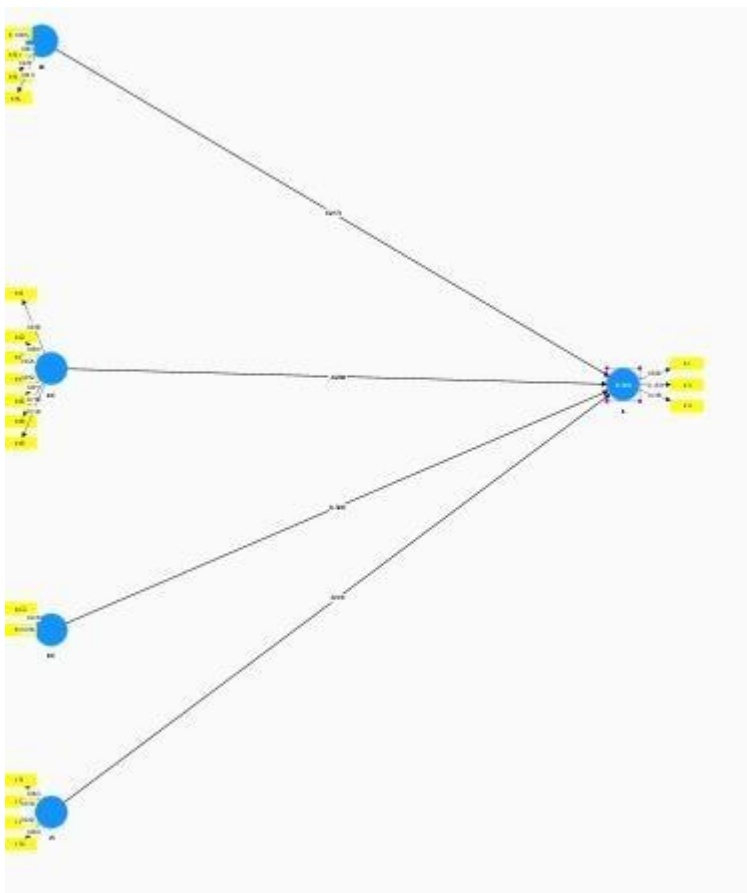


Figure 1: Conceptual Framework

Research Methodology

Research Paradigm

The approach to research used in the study is positive thinking, emphasizing objectivity and the application of quantitative techniques to examine theoretically developed presumptions.

Research Design

This study combines a causal and quantitative design with the goal of using



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statistical analysis to identify cause-and-effect connections between variables.

Confirmatory Factor Analysis (CFA)

The evaluation of the model's construct validity has been verified by CFA. It involves checking if the data correspond to the proposed measurement model

Pilot Testing

Before collecting data on a large scale, pilot testing was done in order to enhance the questionnaire and verify the validity and reliability of the software.

Normality Test

To make sure the data represented a normal distribution a necessary condition for many of the statistical analyses included in the study normality tests were run on the data.

Questionnaire/Instrument

- **Adopted:** The questionnaire was adopted from previously validated instruments.
- **Construct (Variable):** Several constructs were measured, including Employee Perception of Support, Commitment, Complexity, Job Engagement, Job Satisfaction, and Intention to Leave.
- **Items (Number of Questions):** Each construct comprised multiple items; for instance, Employee Perception of Support had items measuring various aspects of support.
- **Coding:** Each response was coded numerically to facilitate statistical analysis.
- **Likert Scale:** A 5-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree," was used to measure responses. This scale is commonly associated with Rensis Likert.

Sampling Framework/Sampling Size

The sample framework contained employees from various divisions inside the organization. In order to ensure equitable representation across different employment roles and tenure levels, a method known as stratified sampling was employed. There were 102 respondents in the final sample size.

Data Collection

A well designed survey was distributed to every worker to collect information. Following that, statistical tools were employed to accumulate and assess the findings.

Descriptive Head

Measurement Model Assessment

To guarantee the accuracy and dependability of the concepts studied in a research project, evaluating the measurement model is crucial. This process includes various key steps, such as outlining the measurement model, which entails specifying the concepts and the indicators related to them. The following step involves checking the reliability. To ensure the consistency within the concept, composite reliability (CR) values typically need to exceed 0.70.



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Moreover, the reliability of each indicator on its corresponding concept is examined to determine the indicator's reliability, aiming for values above 0.70. Following that, the evaluation of convergent validity becomes the primary focus in assessing validity, with the objective of confirming that the indicators of a concept demonstrate a high degree of overlap or variation in common.

Structural Model Assessment

Structural model assessment is absolutely essential to evaluate the interactions among several elements of a research project. Examining the model's fit under several criteria including the Tucker-Lewis Index (TLI), Chi-square test (χ^2), Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA) forms the first phase of this approach. For both TLI and CFI, metrics above 0.90 indicate reasonable limitations; values falling under 0.08 indicate reasonable restraints for RMSEA. After that, the validity of the suggested organization is confirmed by closely examining the strength of the correlations between variables depending on their significance, size, and direction. Usually using a criterion of significance at 0.05, this is accomplished via t-values or p-values. Higher R^2 values point to more explaining ability. The proportion of variance explained by the exogenous constructs is determined using R-squared (R^2) values. Predictive relevance is assessed using the Stone-Gasser Q^2 test; a positive Q^2 test indicates the predictive relevance of the model. Effect sizes (f^2) are also calculated to assess the effect of specific predictors on intrinsic variables and ascertain the pragmatic relevance of the correlations. Lastly, all of which result in the dependability of the model, sensitivity analysis is used to confirm the stability under different conditions and multi-purpose analysis is used to establish consistency across several sub-groups. All of these techniques combine to ensure that the structural model correctly represents the theoretical framework and offers dependable knowledge about structural linkages.

Data Analysis and Results

Demographics profile

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	69	67.6	67.6	67.6
	Male	33	32.4	32.4	100.0
	Total	102	100.0	100.0	

The study of the gender distribution of 102 individuals in the sample is represented in the table. Out of the total responses, 33 are men which make up 32.4% of the sample, with 69 females filling up 67.6% of the sample. There are no missing values because these percentages are equal in the cumulative percentage and valid percent columns. In order to ensure that all data is properly taken into account and properly displayed, the valid percent column presents the same distribution percentages as the frequency column. According to the cumulative percent, 67.6% of respondents are female. When the female and male



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respondents are added together, the total becomes 100%, confirming that the sample is exclusively made up of these two gender categories. This study reveals that the sample's respondents were female.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	>40 years	5	4.9	4.9	4.9
	18-29 years	71	69.6	69.6	74.5
	30-39 years	26	25.5	25.5	100.0
	Total	102	100.0	100.0	

The age distribution of a sample of 102 individuals is displayed in the table. Five respondents, or 4.9% of the sample as a whole, are older than forty years. With 71 participants, or 69.6% of the samples, the 18–29 year old age group is the largest. This indicates that young adults make up a majority of the respondents. There are 26 res-ponders in the 30-39 age range, making up 25.5% of the sample. There are no missing data, as indicated by the valid percent and cumulative percent columns. The cumulative percentages indicate that 4.9% of respondents are over 40, 74.5% are between the ages of 18 and 29, and the remaining 25.5% are between the ages of 30-39. It is confirmed by this cumulative distribution that the sum of the percentages equals 100%.

Educational level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	51	50.0	50.0	50.0
	High School	1	1.0	1.0	51.0
	Postgraduate	30	29.4	29.4	80.4
	Undergraduat e	20	19.6	19.6	100.0
	Total	102	100.0	100.0	

The data collection provides an analysis of the 102 people that represent the sample population's backgrounds in education. Here is the distribution: Fifty-one people, or fifty percent of the sample, are graduate-level educated. With just 1 person representing 1.0% of the sample, high school graduates make up an extremely minor percentage of the population. Thirty individuals, or 29.4% of the sample, have postgraduate education, makes up an important percentage of the population. Finally, 20 people, or 19.6%, have completed their undergraduate studies. With graduates and postgraduates making up around eighty percent of the sample, this distribution demonstrates that the majority of the population have higher education degrees. The emphasis of higher education levels appears in the cumulative percentages, where 80.4% of the population has a master degree or above.



Job Position

		Job Position			Valid	Cumulative
		Frequency	Percent	Valid	Percent	
The data collection identifies the	Valid	3	2.9	2.9	2.9	
	· Employee	82	80.4	80.4	83.3	
	· Manager	17	16.7	16.7	100.0	
	Total	102	100.0	100.0		

occupations of 102 participants in a sample population. The following is the breakdown of job positions: Just three people, or 2.9% of the sample, did not indicate what their work title was. Eighty-two people, or eighty-four percent, of the sample identified as employees. Representatives of managers represent 17 persons, or 16.7% of the sample. The cumulative percentages show that 100% of the sample's job positions are covered when managers are added to the workforce. According to this statistics, the sample is mainly made up of employees, with a lower but still important percentage of those in managerial roles.

Duration of Work in the Organization

		Frequency	Percent	Valid Percent	Cumulative
Valid		2	2.0	2.0	2.0
	· <1 year	40	39.2	39.2	41.2
	· >10 years	13	12.7	12.7	53.9
	· 1-4 years	37	36.3	36.3	90.2
	· 5-10 years	10	9.8	9.8	100.0
	Total	102	100.0	100.0	

The data collection provides a sample of 102 individuals with information about how long they were employed for the company. Here is the distribution: Two people, or 2.0% of the sample, did not state how long they had worked. Forty people, or 39.2% of the total, have worked for the organization for less than a year. Out of the sample, 13.7% consist of persons who have worked for a decade or more. There are 37 people in the length category of 1-4 years, which accounts for 36.3% of the sample. Lastly, 10 individuals, or 9.8%, have been with the organization for 5-10 years. The cumulative percentages show that 41.2% of the sample has worked for less than a year, and 90.2% have worked for up to 4 years. The data indicates a high turnover rate within the first year and a decreasing number of individuals with longer tenure, highlighting potential areas for organizational improvement in employee retention.



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Descriptive Analysis

Mean and Standard Deviation

Five variables are represented in the table including descriptive statistics: EC, JS, ES, IL, and E'C. The mean, observed the lowest and highest values, standard deviation, excess kurtosis, skewness, and Cramér-von Mises results from the test can be obtained for each variable. The median and standard deviation for every of the five variables—EC, JS, IL, ES, and EC—are 0.000 and 1.000, accordingly. Due to this standardized procedures, evaluating different variables is made simpler as they are all on the same scale. Observed smallest and maximum values range between variables, highlighting the variety of information accessible. E'C lies between -1.622 and 2.028, EC between -2.430 and 1.565, ES between -2.890 and 1.504, IL between -1.992 and 1.842, and JS between -2.677 and 1.497.

Kurtosis

Values for excess kurtosis indicate how tailed the distributions are. In a comparison with a normal distribution, E'C (-0.761) and IL (-0.281) have larger negative excess kurtosis, showing lighter tails. Although not as much, EC (-0.477) and JS (-0.192) also have light tails. The distribution is more akin to the normal distribution when ES (0.107) is closer to zero.

Skewness

The data distribution is demonstrated by skewness values. Each variable has negative skewness, which indicates a small downward lean. The greatest noticeable left skewness can be observed in ES (-0.552) and EC (-0.371), with JS (-0.400), IL (-0.119), and E'C (-0.090) followed.

<u>Descriptives</u>								
	Mean	Observed min	Observed max	Standard deviation	Excess kurtosis	Skewness	Cramér-von Mises test statistic	Cramér-von Mises p value
E'C	0.000	-1.622	2.028	1.000	-0.761	-0.090	0.283	0.001
EC	0.000	-2.430	1.565	1.000	-0.477	-0.371	0.103	0.102
ES	0.000	-2.890	1.504	1.000	0.107	-0.552	0.080	0.206
IL	0.000	-1.992	1.842	1.000	-0.281	-0.119	0.089	0.157
JS	0.000	-2.677	1.497	1.000	-0.192	-0.400	0.091	0.147



5.2 Measurement Model Analysis (loading's, reliability, and validity):

The measurement model, highlighting loadings, validity, and reliability to ensure the validity and reliability of the constructs employed in the research.

Loading's

The relationship between visible factors and their fundamental hidden concepts is referred to as loadings. Strong loadings indicate that the items are measuring the final construct effectively. Loadings greater than 0.70 in the measurement model are usually considered to be sufficient, suggesting that the indicators accurately represent the latent variables they are linked to. In order to ensure that the constructs were measured accurately, the loadings were evaluated for this study, and items with loadings over the threshold were retained.

<u>Outer loadings</u>					
<u>Matrix</u>					
	E'C	EC	ES	IL	JS
E'C2	0.878				
E'C3	0.905				
EC1		0.868			
EC2		0.909			
EC3		0.825			
EC4		0.852			
EC6		0.877			
EC8		0.780			
EC9		0.744			
ES10			0.845		
ES11			0.883		
ES12			0.807		
ES5			0.819		
IL1				0.882	
IL3				0.760	
IL4				0.790	
JS1					0.903
JS2					0.930
JS3					0.862
JS4					0.840

Reliability

Measuring consistency of the observations using Cronbach's Alpha and Composite Reliability (CR) helped. With values over 0.70 recommended, the Composite Reliability ratings show the strong consistency existing in every component. Cronbach's Alpha is one of a dependability indicator that should show enough internal consistency and value higher than 0.70. The items under



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analysis clearly measure the same fundamental notion as they exceeded the threshold for Cronbach's Alpha and CR scores.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
E'C	0.743	0.750	0.886	0.795
EC	0.930	0.954	0.943	0.703
ES	0.861	0.874	0.905	0.704
IL	0.750	0.818	0.853	0.660
JS	0.908	0.931	0.935	0.782

Validity

To assess the accuracy of the findings, we used analytical and convergent validity approaches. Convergent validity ensures that the objects developed to evaluate a certain quality are really reflecting it in a useful way. This study used the average variance extracted (AVE) approach; results over 0.50 show good convergent validity.

<u>Heterotrait-monotrait ratio (HTMT) - Matrix</u>					
	E'C	EC	ES	IL	JS
E'C					
EC	0.085				
ES	0.289	0.832			
IL	0.489	0.378	0.310		
JS	0.310	0.767	0.704	0.511	

Conversely, discrimination validity guarantees that the conceptions differ from one another. We assessed this using the Fornell-Larcker criteria and cross-loadings. The Fornell-Larcker criteria dictates that the square root of AVE for every construct must be more than the correlation between it and every other construct in the model. The convergent and discriminant validity of the constructs was assessed in order to confirm their uniqueness from one another and correct measurement.

<u>Fornell-Larcker criterion</u>					



	E'C	EC	ES	IL	JS
E'C	0.892				
EC	-0.036	0.838			
ES	-0.235	0.738	0.839		
IL	0.367	-0.361	-0.269	0.812	
JS	-0.253	0.713	0.626	-0.464	0.884

Result

The evaluation of the measuring model has confirmed the dependability and validity of the used ideas in the study. Notable coefficients, strong composite reliability, excellent Cronbach's Alpha scores, verified confirmatory and discriminative validity all help to show this. This thorough study improves the validity of the results by means of a strong framework for the analysis of the underlying structure and interpretation of the links among important variables like employee engagement, job satisfaction, and plans to quit the employment.

Structural Model Analysis (Path Coefficient)

Using path coefficients, the structural model analysis evaluates the relations among the hidden structures in the model.

Path coefficients help to show the strength and link between variables. In our work, these coefficients were computed to evaluate the impact of several independent variables on the dependent results. We found the significance of these coefficients by means of t-values and p-values; a p-value less than 0.05 denotes an exact correlation. Our results imply a strong correlation between job satisfaction and intentions to leave employment; so, lower intentions to leave are connected with higher contentment with one's employment. In the same line, work performance and organisational commitment showed a noteworthy link, therefore highlighting the part organisational commitment plays in improving employee performance.

<u>Path coefficients</u>					
<u>Mean, STDEV, T values, p values</u>					
	Original sample (O)	Sample mean (M)	Standard deviation (STD DEV)	T statistics (O/ST DEV)	P values
E'C -> IL	0.328	0.326	0.120	2.727	0.006
EC -> IL	-0.284	-0.269	0.162	1.757	0.079
ES -> IL	0.213	0.175	0.118	1.810	0.070



JS -> IL	- 0.311	- 0.31 3	0.155	2.014	0.0 44
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To assess the model's overall fit, we examined several goodness-of-fit indices, including the Tucker-Lewis Index (TLI), the Comparative Fit Index (CFI), the Root Mean Square Error of Approximation (RMSEA), and the Chi-square test. A non-significant Chi-square, RMSEA values below 0.08, and CFI and TLI values at or exceeding 0.90 suggest a robust alignment.

Result

The structural model analysis provided light on significant channels that may influence organizational behaviour meant to improve organizational performance and employee outcomes. It also provided valuable insights about the relationships between important variables.

Discussion

An employee's desire to leave their current employment is influenced by many elements falling under the broad categories of personal, organisational, and outside forces. At the personal level, individual characteristics such as age, years of service, selected professional route, and balance between job and personal life are quite important. Younger workers or those with less experience are more likely to leave in search of better chances for development and investigate several career paths. Furthermore more likely to consider leaving are employees whose present roles contradict their career goals.

Elements at the organisational level include work-life happiness, corporate loyalty, and the kind of the workplace impact the organisational dynamics. Those who are unhappy with their supervisors, job duties, or workplace are more likely to start looking for new job. The degree of work satisfaction of an employee greatly affects whether they will quit or remain. An employee's attitude towards their management or degree of business loyalty greatly affects their decision. A good and motivating corporate culture can help to lower turnover rates by fostering employee participation, appreciation, and professional growth.

Two outside elements that affect employment decisions are the condition of the economy and the job market. In a strong employment market full of open opportunities, workers might feel more comfortable looking for fresh employment. On the other hand, a tough job market—even for people unhappy with their present employment—may make staying a more practical choice.

Important also are the strategies used by leadership and management. Good leadership that supports honest communication, support, and recognition will help to increase organisational commitment and work happiness. Conversely, inadequate staff member performance, a lack of support, and bad engagement could lead staff members to search for better possibilities under poor management practices. Work-life balance is becoming more and more essential as a factor affecting intentions for turnover. Exhausted workers with rigid schedules or those who find it difficult to balance their personal and professional life may develop stress and so think about leaving.

This study presented the hypothesis that an employee's impression of support (social support, supervisory assistance, training, and empowerment) influences



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their propensity to leave the organisation negatively. The findings of the data analysis showed that employees' intention to leave the organisation had no clear correlation with their impressions of support. Social support analysis turned out favourable interactions between staff members of different organisations. The respondents revealed that they regularly participate in extracurricular activities alongside one or more colleagues. According to the acquired data, the managers gave their employees a good degree of support.

Important are the company's possibilities for professional growth and success. Employees who feel a clear road for development are more likely to stay longer. By means of investments in development and training programs supporting employees' professional growth, companies can lower the possibility of staff turnover. Finally, depending on several criteria including work-life balance, personal ambitions, satisfaction with work, dedication to the company, leadership quality, and international economic situations, people make difficult decisions regarding leaving their present jobs. By better knowing these issues, companies may create plans to keep staff members and reduce turnover rates.

The paper evaluates the several factors influencing employee turnover intentions and involvement in several different fields. The first section of the study clarifies the background of it with an emphasis on the need of knowing the elements affecting employee retention and job performance. It emphasises the need of doing industry-specific studies to close knowledge gaps and create successful retention techniques. The second section examines the literature on significant elements including commitment, job complexity, employee support, job satisfaction, and leave intention together with how all these variables affect employees' intention to leave their employment. In the third portion, a conceptual model and hypothesis are developed showing the link among turnover intentions and job satisfaction, perceived support, complexity, and commitment. The fourth part of the study approach—which uses stratified data collecting, confirmatory analysis of components, and quantitative techniques—explains it. The fifth section, which also assesses the relationships between the variables using structural model assessments and analyses the demographic profiles, eventually shows the data analysis. The results provide organisations with insightful analysis on how to improve general performance, employee satisfaction, loyalty, and general performance by means of focused actions and favourable policies.

Conclusion

The study closes the links among several elements influencing employees' choices to leave their employment. The primary surprises imply that workers' intentions to search for new job have been much shaped by factors like work-life balance, age, duration of service, and selected field. The workplace environment, company dedication, and employee job satisfaction are the main factors maintaining staff members in their positions. Key to retention include a supportive work environment and a culture that promotes employee loyalty; discontent with job positions, work environment, or leadership can drive individuals towards finding prospects elsewhere.

The study underlines how crucial effective leadership and management are for encouraging employee happiness and commitment. Encouragement of open communication, support, and appreciation will help leaders very effectively



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reduce turnover forecasts. Conversely, poor leadership and inadequate direction might cause increased rates of workforce turnover. Those who appreciate flexible schedules and assist in balancing personal and professional life are revealing more and more the relevance of work-life balance. Companies that provide their employees clear avenues for development and focus on their professional advancement are more likely to retain their employees.

All things considered, the employee leave rate is being driven by a range of elements: personal motivations, work satisfaction, company devotion, leadership quality, and economic situation. Improved awareness of these components allows companies to reduce turnover rates and increase their overall operational efficiency. This paper presents a comprehensive analysis of the factors influencing employees' intentions to quit their current job. Results suggest that whereas lack of career development opportunities and job stress serve to explain higher attrition rates, job satisfaction, organisational commitment, and supportive work environments considerably decrease turnover intentions. Policies for work-life balance, open communication, and strong leadership are very vital for employee engagement and dedication. Companies have to make investments in targeted retention strategies like fair compensation, career development programs, and motivating management techniques if they want to reduce turnover concerns. The studies provide a comprehensive knowledge of the numerous elements affecting employee satisfaction and turnover in many different fields.

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