Employee Turnover Intention: Generation of Prediction Model

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ABSTRACT

In a business context, organizations often face a significant challenge related to employee turnover intention which can negatively impacts its stability and performance. This study aims to identify factors that affect employee turnover and to develop a predictive model. Survey with 81 participants was conducted with online Likert-scale questionnaire. Positive correlations are found between employee engagement, organizational commitment, satisfaction, and employee turnover intention. However, it was discovered that gender and marital status as moderating variables do not moderate the relationship between employee engagement and employee turnover intention. Based on the research results, the paper constructs a model to predict turnover intention and puts forward the employee retention strategy of the organization. Based on the findings, recommendations include prioritizing employee engagement through communication, skill development, and work-life balance, and nurturing a supportive supervisor-employee relationship. Similarly, employee's satisfaction can be increased by enhancing compensation, adopting non-monetary incentives, and instituting a comprehensive rewards system with gradually in line with the employee turnover intention. Research limitations include findings might not be appliable to other organization or industries as the research is focus on particular organization. Hence, future work includes conducting similar research in larger scale.

Keywords: Employee engagement, employee turnover intention, moderate, prediction model, China.

INTRODUCTION

Employee turnover is a critical challenge faced by organizations worldwide, impacting their stability, productivity, and financial performance (Griffeth et al., 2000). Understanding the factors that contribute to employee turnover intention is crucial for organizations seeking to improve employee retention strategies. This study aims to investigate the relationship between employee turnover intention, employee engagement, and employees' profile variables, with the ultimate goal of formulating a predictive model for employee turnover intention. The first objective of this study is to determine the profile of the respondents, specifically focusing on gender and marital status. Examining the demographic composition of the sample can provide valuable insights into the diversity and characteristics of the workforce under investigation (Mujtaba & Shuaib, 2018).

Employee engagement, characterized by high levels of satisfaction and organizational commitment, has been found to be a crucial factor in reducing turnover intention and enhancing employee retention (Schaufeli & Bakker, 2004; Saks, 2006). Therefore, the second objective is to determine employees' engagement in terms of their satisfaction level and organizational commitment. Measuring satisfaction level involves assessing the degree to which employees are content with their job, work environment, and overall experiences (Locke, 1976). Organizational commitment, on the other hand, examines the extent of employees' dedication and attachment to the organization (Meyer & Allen, 1991).

The investigation of the relationship between employee turnover intention and employees' engagement. Previous research has shown that higher levels of engagement are associated with lower turnover intention, as engaged employees are more likely to feel committed to their organization and satisfied with their job (Eisenberger et al., 2001; Maertz et al., 2007).

Furthermore, as one of the aims of this study to determine if employees' profile variables, such as gender and

marital status, act as moderator variables in the relationship between employee engagement and turnover intention. Previous studies have suggested that demographic characteristics may influence the relationship between engagement and turnover intention (Gazioglu & Tansel, 2006; Karatepe & Olugbade, 2009). Investigating the moderating effects of employees' profile variables can provide a nuanced understanding of how these factors interact in predicting turnover intention.

This study aims to formulate a predictive model for employee turnover intention. By considering the engagement variables, demographic factors, and potentially other relevant predictors, the objective is to develop a model that can effectively predict the likelihood of employees' turnover intention. Such a predictive model can assist organizations in proactively identifying employees at higher risk of turnover and implementing targeted retention strategies (Holtom et al., 2008).

Moreover, the study will shed light on the profile of the respondents, explore the relationship between employee engagement and turnover intention, examine the moderating role of employees' profile variables, and develop a predictive model for employee turnover intention. The findings of this study hold the potential to inform organizations in their efforts to enhance employee engagement, reduce turnover intention, and ultimately improve overall employee retention rates. Consequently, a more comprehensive study is needed. As reflected to the conceptual framework below.
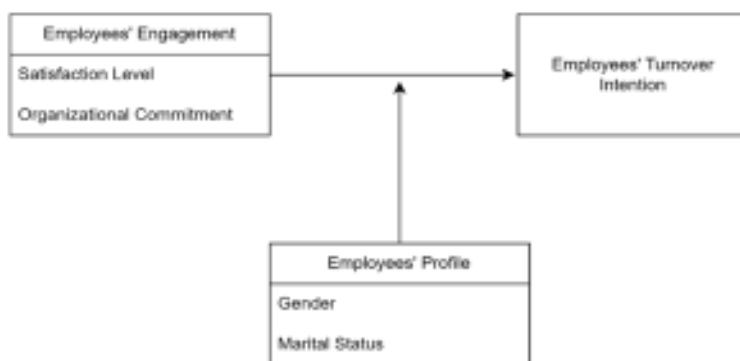

Figure1. Conceptual Framework of Employee Turnover Intention

Figure 1 shows the conceptual framework of this study. Independent variables include satisfaction level and organizational commitment as inscribed in a collective term "Employee Engagement". At the same time, moderator variables including gender and marital status inscribed as employees' profile were considered. The dependent variable is employee turnover intention, which refers to an employee's inclination or desire to \voluntarily leave their current job or organization.

Statement of the Problem

The general aim of the study is to examine the relationship between employees' engagement and employee turnover intention and explore the moderating role of employee profile on the relationship between engagement and turnover intention in order to develop a predictive model for employee turnover intention. With that, this study specifically:

1. Determine the profile of the respondents

    1.1 Gender

    1.2 Marital status

2. Determine the employees' engagement in terms of:

    2.1 Satisfaction level

    2.2 Organizational Commitment

3. Determine the relationship of employee turnover intention and employees' engagement.

4. Determine if employees' profile is a moderator variable of employee's engagement and employee's turnover intention.

5. Formulate a predictive employee turnover intention model.

METHODOLOGY

Research Design

This study utilized a predictive cross-sectional survey design to examine the relationship of employees' engagement and employees' turnover intention and the moderator role of employees' profile.

Research Respondents

The sample population of 100 is 80 which will be the expected respondents of this study. And this will be conducted within the company. Research survey questionnaire shall be made by the researcher using forms produced by WPS Office for easier distribution to the respondents and data collection upon finish answering.

Inclusion and Exclusion Criteria

Permanent employees of the company and working in 5 years or more were included in this study. Those employees who expressed willingness to participate were also included. However, if they signify not to participate were automatically excluded from this study.

Research Instrument

This research questionnaire consists of four parts. The first part is the demographic information of the respondents, which asks them about their gender, marital status, age, time spend company and education level. The second part is the satisfaction level, adapted from a questionnaire taken from the National Association of County and City Health Officials (NACCHO) website. It's one of the tools they use to measure job satisfaction among health workers. The adapted questionnaire consists of 25 questions divided into five variables: work and workplace, supervisor and management, benefits and rewards, recognition and communication. The third and fourth parts are organizational commitment and employee turnover intention. The questionnaire is designed and adapted from Abdullah, 2011 and Olusegun, 2013. The research used the Likert Scale, which consists of five response options :1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

Data analysis

The data analysis for this study involved examining the profile of the respondents, determining the level of employee engagement in terms of satisfaction level and organizational commitment, exploring the relationship between employee turnover intention and engagement, investigating whether employees' profile acted as a moderator variable in the relationship between engagement and turnover intention, and formulating a predictive model for employee turnover intention.

To determine the profile of the respondents, descriptive statistics will be calculated to assess the distribution of respondents based on gender and marital status. Frequencies and percentages will obtain to understand the composition of the sample.

For assessing employees' engagement, the satisfaction level and organizational commitment will be analyzed separately. Descriptive statistics such as means and standard deviations will be computed to gauge the overall satisfaction level of employees and their level of organizational commitment.

To examine the relationship between employee turnover intention and engagement, a correlation analysis is to be conducted. Pearson's correlation coefficient or other appropriate measures will be used to determine the

strength and direction of the relationship between turnover intention and the engagement variables (satisfaction level and organizational commitment).

To investigate whether employees' profile (gender, marital status) mode rated the relationship between engagement and turnover intention, a moderation analysis will be performed. This involved including interaction terms in regression models to assess the significance of the moderation effects.

Lastly, a predictive model for employee turnover intention will be formulated. This will accomplish by applying appropriate statistical techniques such as logistic regression or decision tree analysis. Relevant predictors, including the engagement variables (satisfaction level, organizational commitment), as well as potentially demographic variables, will be incorporated into the model. The model was then validated using methods like cross-validation or split-sample validation to ensure its reliability and generalizability.

Ethical Consideration

In this study, the researcher will ensure ethical soundness. The study is guided by the ethical principles of autonomy, notice and withdrawal, charity, privacy and confidentiality. In addition, the researcher will abide by the following ethical principles(a) The researcher states that there is no conflict of interest because the person providing the information has no direct interest in the researcher; and (b) Potential participants in the study will be informed that the interviews are voluntary and that they have the right not to participate in the research enterprise. (c) Confidentiality of the participants will be maintained. During the investigation, privacy will be ensured and interference will be kept to a minimum or eliminated. Participants are safe by strictly observing confidentiality and confidentiality controls; (d) There were no disadvantaged participants in the study. The potential information provider is of legal age, is a non-senior citizen and is in good physical and mental health; (e) The foreseeable risk is minimal. The probability of injury or discomfort expected in this study is not greater than those normally encountered on a daily basis or during psychological and physical examinations or diagnostic tests; (f) The results of the study can be used as a reference for the formulation of plans and recommendations by personnel departments. Businesses of the same size or industry will be able to benefit from this research and cope with the changes and challenges posed by the current crisis. Finally, it can also validate the findings through quantitative research designs drawn from the topics of the study, which can be researchable topics or references for any research related to human resources; (g) No form of compensation or inducement will be offered to the participants. Researcher express thanks with words of thanks; (h) This study is for academic purposes only. The data is quantitative in nature and will be analyzed and presented by topic. After analyzing the raw data, researcher immediately destroy it to avoid revealing it to anyone.

Data Gathering

Prior to the conduct of this study, the researcher sought the approval of the Dean of the Graduate School of Business to allow the researcher to conduct his chosen topic. The study will then be presented to the thesis committee for technical evaluation in which comments that will be given will be incorporated in this study. The researcher will submit his study to the Institutional Review Board of the University of the Visayas for ethical evaluation, the issuance of the Notice to Proceed (NTP) will be the beginning of the data collection, and the researcher will conduct the study through an online application with the assistance of his advisors. The data obtained will be analyzed using the data analysis method chosen by the researcher and presented in a thematic format.

RESULTS AND DISCUSSION

Jamovi software is used to analyze all collected data.

Socio-demographic Information

The author will examine the demographic information of the participants, including their age, company years of service, level of education, gender, and marital status. Specifically, it is necessary to understand the participant's background to ensure that they met the sampling requirements for the intended research before proceeding with

further data analysis.

Table 1: Participant's age

Frequencies of Age			
Levels	Counts	% of Total	Cumulative %
19-25 years old	9	11.1 %	11.1 %
26-35 years old	39	48.1 %	59.3 %
35-45 years old	23	28.4 %	87.7 %
45 years and older	10	12.3 %	100.0 %

the participant's age will be analyzed through the frequency analysis. Based on the result, there are total of 81 participants participated in the online questionnaire survey. Particularly, the participant's age is classified into 4 different group including 19 – 25, 26 – 35, 35 – 45, and 45 years or older. According to the data, it reveals that the majority of participants falls under the 26 – 35 years old (N = 39, 48.1%), indicating a sizable sampling group in this analysis. The second largest age group falls under 35 – 45 years old (N = 23, 28.4%), followed by age group 45 years and older (N = 10, 12.3%), and 19 – 25 years old (N = 9, 11.1%).

Based on the results, it is possible to identify various implications that pertain to the comprehension of employee turnover intentions across different age group. Particularly, the finding highlighted significant representation of two age groups, namely employees aged 19 to 25 and those aged 26 to 35. This implies that the desire of employees to leave their job is not limited to a particular age group, but rather consists of diverse stages of career development. Moreover, findings also reveal that there exist possible correlations between the age of the participants and their turnover intention while interpreting the outcomes. Previous studies have argued that younger employee may show greater intentions to leave their jobs which could be attributed to various factors such as a yearning for career progression, discontentment with their current role, or a need for fresh opportunities (ALKHRAİSHİ et al., 2023). Conversely, the departure inclinations of senior staff members may be impacted by factors such as retirement arrangements, reduced job contentment, or a yearning for equilibrium between their professional and personal lives. However, additional research is necessary to verify the hypothesis.

Thus, the findings have the potential to assist organizations in develop retention tactics that are tailored to the different needs and apprehensions of employees belonging to different age group. Initiatives targeted towards younger employees may priorities career development prospects, mentorship schemes, and clear pathways for progression. On the other hand, tactics aimed at senior personnel may priorities malleable work schedules, avenues for knowledge dissemination, and aid in devising retirement plans.

Table 2: Participant's time spend in company

Frequencies of Time spend company			
Levels	Counts	% of Total	Cumulative %
1 year and below	15	18.5 %	18.5 %
2 years	25	30.9 %	49.4 %
3 years	15	18.5 %	67.9 %

4 years	10	12.3 %	80.2 %
5 years and above	16	19.8 %	100.0 %

The participant's time spend in company will be analyzed through the frequency analysis. Based on the result, there are total of 81 participants participated in the online questionnaire survey. The participants' years of service is classified into five different level, including 1 year and below, 2 years, 3 years, 4 years, and 5 years and above. Finding reveals that 30.9% of the employee has at least worked 2 years in the company (N = 25), followed by 5 years and above (N = 16, 19.8). employee who worked 3years and 1 year and below share the similar number of participants (N = 15, 18.5%, respectively), and employee worked 4 years in a company has the lowest number of employees (N = 10, 12.3%).

Generally, the findings provide useful insight and the author is able to develop assumptions on the relationship between employment tenure duration and the turnover intention. For instance, according to the finding, it can be argued that the short-term employee can be classified as employee who worked only one year or below. Several reports had shown that employee who worked only short term are more likely to have higher intentions to leave. Similarly, it was also argued that employee who worked for two or three years share a similar intention to leave as they are more likely to pursue new challenges or growth opportunities. In supporting the statement, it was found that previous studies had highlighted that the employee tenure duration are positively associated with factors such as job satisfaction, career development opportunities, as well as organizational culture alignment. In contrast, studies show that employee who had worked with a company for many years are less likely to leave the job. For instance, Yandi et al (2022) found that employee that worked long with a company tend to develop a stronger sense of organizational commitment. Generally, the organizational commitment is in line with a number of factors such as development of social connections within the organization, high level of job satisfaction, and a greater comprehension of the organization's values and culture. Similarly, Arokiasamy et al (2022) also highlight that the likelihood of turnover intention of longer tenure employee are strongly associated to the fact that these employees are more likely to be benefited from the career advancement opportunities or development in which boost their job satisfaction.

Consequently, this suggests that the presence of extended-term motivators, such as prospects for professional growth or increased job stability, is essential in mitigating turnover tendency among tenured employees. When employees perceive that their employer places a high value on their contributions and provides prospects for career progression, they are more inclined to exhibit loyalty towards their current employer. This implies that the possibility of career advancement, increased job duties, and acknowledgement of their skills may cultivate a sense of allegiance and dedication to the organization. Furthermore, it is plausible that employees who have accrued a prolonged tenure within the organization may have established a network of interpersonal connections and supportive structures, ultimately bolstering their level of dedication and reducing their proclivity to depart from the company. Nevertheless, various researches contend that the intentions of employees to leave the organization can still be affected by individual situations and external elements, despite having prolonged tenures. Zientara et al (2023) demonstrated that personal factors, alterations in life circumstances, or discontentment with specific job aspects are positively correlated with employees' intentions to resign. Hence, it is imperative for organizations to consistently monitor and address the requisites and apprehensions of their employees who have served for a prolonged period, with the aim of sustaining their dedication and mitigating the likelihood of employee turnover.

Specifically, the findings highlighted the importance of implementing strategies to retain employees during critical stages of their tenure, particularly within the initial years. Organizations can effectively address the concerns and motivations of employees at different stages of their tenure by implementing targeted strategies that take into account the turnover intention patterns associated with varying durations of employment. Initiatives targeted at mitigating attrition among employees with shorter tenures may focus on augmenting job satisfaction, implementing mentorship programs, or offering career advancement prospects. Conversely, tactics aimed at retaining employees who have been with the organization for an extended period may comprise of initiatives such as acknowledgement schemes, demanding tasks, or prospects for growth in leadership roles. Consequently, such an outcome would lead to a reduction in employees' intention to leave the organization.

Table 3: Participant's education level

Frequencies of Education Level			
Levels	Counts	% of Total	Cumulative %
Highschool and below	23	28.4 %	28.4 %
Junior College	23	28.4 %	56.8 %
Bachelor	33	40.7 %	97.5 %
Masters and Above	2	2.5 %	100.0 %

Based on the results, a total of 81 individuals took part in the online survey conducted through a questionnaire. The educational level of the participants has been categorized into four distinct levels, namely high school and below, junior college, bachelor's degree, and master's degree and above. The results suggest that the study's participants possess diverse educational backgrounds. The findings suggest that the majority of participants hold a Bachelor's degree, which accounts for 40.7% of the sample. The sample comprises of 28.4% and respectively, of participants with education levels classified as "High school and below" and "Junior College". In contrast, only 2.5% of participants possess education levels classified as "Masters and Above".

Previous studies have indicated that an increased level of education is often associated to increased employment prospects and a greater awareness of career advancement potential (Toropova et al., 2021). This phenomenon may give rise to the presumption that individuals possessing a higher educational attainment are more inclined to seek out novel prospects and strive for professional growth, thereby augmenting the probability of employee turnover. On the other hand, individuals with a comparatively lower educational background may face limited job prospects and demonstrate a reduced inclination to resign from their current job roles. Nevertheless, this is merely a assumption and necessitates evidence from established research. Furthermore, it is imperative to underscore that the correlation between educational attainment and propensity to depart is intricate and impacted by various determinants. Research indicates that various factors such as job satisfaction, organizational culture, career advancement prospects, and individual motivations have a substantial impact on an individual's inclination to depart from an organization. Thus, it is crucial to undertake further investigation to examine the particular intricacies and subtleties of this association.

The implications of the findings can be extended to organizations that aim to mitigate the intention to leave among employees with varying educational backgrounds. When organizations possess knowledge of the correlation between education level and attrition intentions, they can develop their retention strategies accordingly. Numerous researchers has contend that affording prospects for ongoing learning and proficiency enhancement can effectively involve and incentivize personnel with elevated educational attainment, thereby conceivably diminishing their inclination to quit the job (Ju et al., 2019). Conversely, establishing approaches to enhance job security, foster career progression prospects, and ensure job satisfaction may hold particular significance for employees possessing limited educational level.

Table 4: Participant's gender

Frequencies of Gender			
Levels	Counts	% of Total	Cumulative %
Male	54	66.7 %	66.7 %
Female	27	33.3 %	100.0 %

Based on finding, there are total of 81 participants participated in the online questionnaire survey. In general, the participant's gender is classified into male and female. Result reveals that there are 54 male participants

(66.7%) and 27 female participants (33.3%). According to the finding, it clearly shows that the number of male participants is doubled the number of female participants.

Previous research has identified several variables that could potentially influence the relationship between gender and intentions to leave one's job. As per the findings of Templeton et al (2019), female professionals may encounter unique challenges in their career paths, such as gender-based biases, challenges in attaining a desirable work-life balance, and limited opportunities for career advancement. These factors may have an impact on their propensity to leave their current job positions. Despite the overrepresentation of males in the sample, the data suggests that relying solely on gender is insufficient for a thorough examination of turnover intentions among the participants. Further analysis will be conducted to investigate the moderating impact of employee gender on the association between employee engagement and turnover intention, in order to validate the aforementioned hypothesis. Various factors, such as job satisfaction, organizational support, work-life balance, and personal preferences, can exert an influence on the complex interplay between gender and the intention to exit an organization. According to Jolly et al (2022), it is imperative to consider contextual factors such as organizational culture, leadership styles, and opportunities for career growth, despite the potential existence of gender-based discrepancies in turnover intentions. However, studies have emphasized that female employees may exhibit greater sensitivity towards workplace factors such as perceived support, equity, and the presence of inclusive policies. These factors may significantly impact their inclination towards voluntary termination of employment. Consequently, it is imperative to conduct additional research to investigate the specific dynamics and underlying factors that may impact gender-based disparities in turnover intentions. Understanding the complex relationship between gender and turnover intentions is crucial for organizations seeking to develop effective strategies for employee retention and turnover prevention. By proactively addressing gender-related obstacles such as gender biases, work-life balance concerns, and career progression opportunities, organizations can cultivate inclusive work environments that accommodate the needs and aspirations of all employees. Moreover, organizations that establish transparent communication channels and provide supportive mechanisms can mitigate the likelihood of turnover among their male and female workforce.

Table 5: Participant's marital status

Frequencies of Marital status			
Levels	**Counts**	**% of Total**	**Cumulative %**
Single	38	46.9 %	46.9 %
Married	42	51.9 %	98.8 %
Annuled	1	1.2 %	100.0 %

According to the findings, there are total of 81 participants participated in the online questionnaire survey. The participants' marital status is classified into three group, single, married and annulled. Data reveal that the majority of study participants are married, accounting for 51.9% of the sample. The second-largest category comprising 46.9% of the sample consists of single participants whereas there is a single individual whose marital status is categorized as "Annulled," comprising 1.2% of the sample.

Interpreting these findings in the context of employee turnover intention allows the author to consider potential implications relating to employee commitment and intentions to leave the organization. Previous research suggests that marital status may influence turnover intentions via a variety of factors (Kanchana et al., 2023). For example, individuals who are married may exhibit lower turnover intentions due to their perception of stability, financial responsibilities, and family responsibilities. On the other hand, single individuals may have greater mobility and fewer constraints, which could contribute to a greater propensity for job-hopping in pursuit of personal or professional fulfilment. Despite the fact that the data suggests a higher proportion of married individuals, other researcher such as Atef et al (2022) argue that marital status alone does not provide a comprehensive understanding of turnover intentions. In addition to marital status, other variables, such as job satisfaction, work-life balance, career opportunities, and organizational support, can influence employees'

intentions to quit their current organization.

Consequently, when devising retention strategies, organizations should consider the potential influence of marital status on turnover intentions. One study highlights that recognizing the various needs and motivations associated with marital status can facilitate the customization of approaches to reduce employee turnover intentions. Therefore, providing married individuals with work-life balance initiatives, family-friendly policies, and support for their personal and professional obligations may reduce their intention to leave. In addition, it is it necessary to provide opportunities for growth, career development, and rewarding work experiences which can result in increased job satisfaction and decrease the likelihood of turnover intentions among single individuals. Particularly, it is essential to recognize that the analysis of marital status in relation to turnover intentions is merely one component of the research on developing a prediction model. As a result, future research should consider conducting additional analyses and incorporating other variables, such as job characteristics, organizational culture, and individual values that may interact with marital status to influence turnover intentions in order to gain a more in depth understanding.

Descriptive Statistics

The present study aims to conduct a thorough assessment of employee engagement by examining employee satisfaction and organizational commitment as distinct variables. The study will employ descriptive statistics, specifically means and standard deviations, to obtain a better understanding of these dimensions. The utilization of statistical measures will enable a thorough assessment of the collective degree of employee contentment and their level of dedication to the organization.

The investigation of employee satisfaction is crucial in gaining insight into their level of satisfaction with diverse facets of their work milieu, including job duties, remuneration, prospects for career growth, and equilibrium between work and personal life. Through statistical analysis of the means and standard deviations, the author is able to ascertain the mean level of employee satisfaction as well as the extent of variability within the sample. The forthcoming analysis is poised to offer significant insights into the overall attitudes and experiences of employees, thereby shedding light on areas where satisfaction levels may be either high or low. Apart from evaluating employee satisfaction, organizational commitment will also be assessed as a pivotal component of employee engagement. The concept of organizational commitment pertains to the extent to which individuals exhibit a sense of identification with, loyalty towards, and a desire to continue their association with their employer. Through the utilization of statistical measures such as means and standard deviations, the author is able to ascertain the mean level of organizational commitment exhibited by employees, as well as the extent of variability present within the dataset. This assessment will provide an overview of the employees' overall level of dedication, indicating the degree of their allegiance and affiliation to the organization.

Table 6: Descriptive analysis: Satisfaction level

Satisfaction Level Descriptives					
	Work and workplace	Supervisor and management	Benefits and rewards	Recognition	Communication
N	81	81	81	81	81
Mean	3.95	4.00	3.52	3.81	3.54
Standard deviation	0.796	0.749	0.922	0.687	0.858

The results of the analysis of employee satisfaction are presented in the following table. In general, the "satisfaction level" based on employee's engagement is classified into 5 components; Work and workplace, supervisor and management, benefits and rewards, recognition, and communication are the components of job satisfaction, and each of these sections includes five questions.

The mean values indicate the average level of contentment for each component. Supervisor and management

have the highest mean score of 4, which indicates a relatively high level of employee satisfaction with their supervisors and the management team. Work and workplace satisfaction follows closely with a mean score of 3.95, indicating a high level of job satisfaction. Moreover, recognition has the third-highest mean score, 3.81, indicating a moderate level of employee recognition satisfaction. The average score for communication is 3.54, indicating a relatively reduced level of satisfaction with the organization's communication channels, whereas the component rewards and benefits has the lowest mean score, with a mean score of 3.52 indicating a reduced level of satisfaction with the organization's rewards and benefits. In this instance, it can suggest that most of the participants agree that their job satisfaction is strongly associated and related to supervisor and management, while benefits and rewards has the least effect on their satisfaction level. The findings are somehow opposite on the findings from other studies, where benefits and rewards are one of the most significant factors in terms of job satisfaction level. However, it is essential to note that these results may differ from those of previous studies, in which benefits and rewards were identified as one of the most influential factors on job satisfaction (Ali et al., 2021). This disparity suggests that the context and characteristics of the participants and the organization under investigation may influence their perceptions and priorities. In order to comprehend the underlying causes of the relatively low levels of satisfaction associated with benefits and rewards in this particular study, additional research and analysis are required. It is possible that other factors, such as the work environment, supervisor support, or intrinsic motivators, have a greater influence on job satisfaction among the participants in this study. Consequently, future research can investigate these factors in greater depth to obtain a comprehensive understanding of the interrelationships between employee satisfaction, organizational factors, and intention to leave.

The standard deviation values are indicative of the extent of dispersion or variability present within individual components. A reduced standard deviation implies a lower degree of response variability, whereas an increased standard deviation implies a higher degree of response variability. Based on the findings, it can be identified that benefits and rewards hold the highest standard deviation among the satisfaction components, implying a relatively broader spectrum of responses and diverse levels of employee contentment (standard deviation = 0.922). The data reveals that communication exhibits the second highest standard deviation at 0.858, while work and workplace exhibit a standard deviation of 0.796. Supervisor and management exhibit a standard deviation of 0.749, and recognition exhibits a standard deviation of 0.60. These findings suggest that employee responses are comparatively less variable within these dimensions. The standard deviation values reveal the variability in responses, indicating the heterogeneity of employee perceptions and encounters across each satisfaction component. The presence of a higher standard deviation in benefits and rewards implies that there may exist varying levels of satisfaction and perceptions among employees with respect to the benefits and rewards offered by the organization. The aforementioned diversity in reactions underscores the significance of customizing measures to enhance employee contentment according to their specific needs and inclinations during the formulation and execution of such initiatives.

Taken together, the results indicate that employees exhibit a general sense of contentment with their work milieu and management. However, there exist specific domains in which organizations may focus their endeavors to enhance employee satisfaction, including but not limited to benefits and rewards, as well as communication. Organizations can customize interventions and strategies to enhance employee engagement and satisfaction by comprehending the distinct components and their corresponding levels of contentment. The present study's outcomes will facilitate the creation of a turnover intention forecasting framework by recognizing crucial determinants that impact employee satisfaction and commitment. This, in turn, will assist organizations in mitigating talent attrition and retaining their valuable workforce.

Table 7: Descriptive analysis: organizational commitment

Organizational Commitment Descriptives			
	Affective Commitment Scale	Continuance Commitment Scale	Normative Commitment Scale
N	81	81	81

Mean	3.21	4.48	3.41
Standard deviation	0.717	1.08	0.706

The results of the analysis of organizational commitment are presented in the following table. In general, the "organizational commitment" based on employee's engagement is classified into 3 components; affective commitment, continuance commitment scale, and normative commitment scale, and each of these sections includes five questions, respectively.

According to data, it reveals that the Continuance Commitment Scale has the highest mean score of 4.48 among the three scales, indicating a comparatively high level of commitment among employees in terms of the perceived costs associated with leaving the organization. A mean score of 3.21 on the Affective Commitment Scale indicates a moderate level of emotional attachment and identification with the organization, while the mean score of 3.41 on the Normative Commitment Scale also indicates a moderate level of commitment based on employees' beliefs in meeting normative expectations and obligations. Generally, the high mean score on the Continuance Commitment Scale suggests that employees may experience a sense of commitment to the organization due to factors such as perceived costs or benefits associated with staying. The moderate mean scores on the Affective Commitment Scale and the Normative Commitment Scale indicate a moderate degree of emotional attachment, identification with the organization, and obligation to meet societal or normative expectations.

In terms of standard deviation, the result shows that the continuance commitment scale has the highest standard deviation among the commitment scales, at 1.08, indicating a wide range of responses and varying levels of commitment among employees. On the other hand, the affective commitment scale and the normative commitment scale have standard deviations of 0.717 and 0.706, respectively, indicating that employee responses on these instruments are less variable. The variation in responses, as indicated by the standard deviation values suggests that employees' levels of commitment within each commitment scale are different. The findings are in line with findings from previous studies where it suggests that individual factors such as personal values, job experiences, and organizational culture may influence turnover intention (Lee et al., 2020). Therefore, it is essential for organizations to comprehend the underlying causes of this variation and to investigate strategies to increase organizational commitment overall.

CORRELATION ANALYSIS

An in-depth analysis employing correlation analysis will be conducted to gain a comprehensive understanding of the association between employee turnover intention and engagement. The author intends to employ Pearson's correlation coefficient and P-value to assess the magnitude and orientation of the association between turnover intention and the two principal facets of engagement, namely satisfaction level and organizational commitment. Correlation analysis is a fundamental tool for examining the relationship between variables, specifically in determining the degree to which turnover intention is linked to both employee satisfaction and organizational commitment. By utilizing Pearson's correlation coefficient, the researcher can ascertain both the strength and direction of the linear association between the aforementioned variables. This will enable us to gain a better understanding of the overall engagement landscape of the organization.

This study aims to examine the relationship between employee turnover intention and the level of satisfaction, which encompasses multiple factors, including work and workplace, supervisor and management, benefits and rewards, recognition, and communication. The present study aims to investigate the potential correlation between the level of job satisfaction and the likelihood of employees to express their intention to leave the organization. Conversely, an evaluation will be conducted on the correlation existing between organizational commitment and intention to leave. The present scenario pertains to the three distinct forms of commitment, namely affective commitment, continuance commitment, and normative commitment, which are indicative of the employees' emotional bonding, perceived expenses, and compliance with normative duties towards the organization, correspondingly. Through an analysis of the correlation between organizational commitment and turnover intention, the author aims to determine whether a heightened level of commitment to the organization serves as

a safeguard against turnover intention or whether it holds no influence over employees' turnover intention.

Table 8: Correlation matrix

Correlation Matrix		Employee Intention
Organizational Commitment	Pearson's r	0.575
	p-value	< .001
Satisfaction Level	Pearson's r	0.566
	p-value	< .001

The results indicate that there are significant associations between employee intention, organizational commitment, and satisfaction level, as demonstrated by the correlation analysis. In general, there exists a significant positive correlation between organizational commitment, level of satisfaction, and employee intention. This suggests that increased levels of organizational commitment and satisfaction are linked to a decreased probability of employee intention to depart from the organization.

The correlation analysis reveals that there exists a significant positive association between employee intention and organizational commitment, as evidenced by a Pearson correlation coefficient of 0.575, which falls within the moderate to strong range. The present study's results indicate that individuals who exhibit a greater degree of organizational commitment are less inclined to communicate their plans to leave the organization. A p-value of less than 0.001 signifies statistical significance of the correlation, thereby augmenting the strength of the relationship. The results of this study align with prrevious research that highlights the significance of organizational commitment in mitigating the likelihood of employees intending to depart from their current workplace. Hence, the results of this study can be employed by corporations to formulate tactics that enhance employee dedication, foster a feeling of allegiance, and mitigate the possibility of employee attrition.

Similarly, the correlation coefficient between the intention of employees and their level of satisfaction is 0.566, suggesting a negative relationship of moderate to strong magnitude. The aforementioned discovery suggests that individuals who experience higher levels of job satisfaction are less likely to have intentions of leaving their present employment. The statistical significance of this relationship is evidenced by a p-value of less than 0.001. This outcome is in line with prior research indicating that contented employees tend to demonstrate greater commitment to their organization and evince reduced proclivities to leave (Rodrigo et al., 2019). Organizations can foster a favorable work environment that promotes employee retention and minimizes turnover by placing emphasis on employee satisfaction and addressing any grievances.

Broadly speaking, a robust association among employee intention, organizational commitment, and employee satisfaction underscores the importance of these factors in predicting the probability of employee attrition. The findings of this study corroborate the rationale highlighted in prior research, which asserts that employees who are actively involved and dedicated to their work are more inclined to stay with an organization, while those who exhibit lower levels of commitment and contentment are more prone to leave (Redondo et al., 2021). It is noteworthy that while correlation analysis offers valuable insights into the associations among variables, it does not establish causality. Previous research has contended that various additional factors, including personal factor, work environment, and external pressures may exert an impact on employee turnover intention (Yin et al., 2023). As a result, it is recommended that future studies utilize advanced statistical techniques such as regression analysis to explore the proportional impacts of various factors and establish a more comprehensive turnover intention prediction model.

MODERATION ANALYSIS

The study will employ moderation analysis to gain a comprehensive comprehension of the complex interplay

among employee engagement, turnover intention, and employee demographic variables, including gender and marital status. The present study employs a moderation analysis to examine whether demographic variables serve as moderators in the association between engagement and intention to leave. The regression models will be augmented with interaction variables to identify the statistical significance of the moderation effects. The utilization of moderation analysis will facilitate the author in ascertaining whether the correlation between employee engagement and intention to leave exhibits any variations based on the factors of gender and marital status. Through the inclusion of interaction terms in the regression models, the author is able to determine whether these profile characteristics function as moderators, exerting an impact on the magnitude and direction of the relationship.

The present study aims to examine potential gender differences in the relationship between engagement and intention to leave among employees. The potential influence of gender-related variables, including societal norms, expectations regarding work-life balance, and career aspirations, on the association between engagement and intention to depart may be considered plausible. Through the integration of gender and engagement interaction in the analysis, the author can ascertain the presence of noteworthy gender-specific moderating effects, thereby elucidating potential disparities in the correlation between engagement and intention to depart. The study will examine whether the association between engagement and turnover intention is influenced by marital status. The relationship between engagement and intention to leave may be influenced by an employee's marital status due to factors such as priorities, support networks, and perceptions of stability. By incorporating interaction terms that incorporate both marital status and engagement, the author is able to evaluate potential moderation effects. This analysis can uncover any distinct effects of marital status on the association between engagement and turnover intention.

Table 9: Moderation analysis: Employee engagement-gender to turnover intention

Moderation Estimates For GENDER				
	Estimate	SE	Z	p
Employee Engagement	0.718	0.116	6.177	< .001
Gender	-0.417	0.172	-2.426	0.015
Employee Engagement ✽ Gender	-0.251	0.263	-0.953	0.341

The results indicate that there is a significant and positive correlation between turnover intention and Employee Engagement, as evidenced by the estimate of 0.718, standard error of 0.116, Z-score of 6.177, and p-value of less than .001. The data indicates that increased levels of engagement exhibit a negative correlation with the intention to leave the organization. This finding is in line with previous studies that suggest that employees who are actively involved in their work are more dedicated to their respective organizations and exhibit lower tendencies to consider resigning (Serenko, 2023). Conversely, the coefficient estimation for Gender exhibits a negative value (Estimate = -0.417, SE = 0.172, Z = -2.426, p = 0.015). This implies that there exists a correlation between identifying as female and a decreased likelihood of having the intention to leave from a company, in comparison to identifying as masculine. This is in line with previous studies where it indicates that female employees exhibit a lower propensity, on average, to articulate an intention to resign from their present employment (Vigneshwaran et al., 2022). The aforementioned finding illuminates the possible variances in turnover intention based on gender and underscores the importance of integrating gender considerations into retention tactics.

Moreover, the statistical examination indicates that the outcome of the interaction between Employee Engagement and Gender is not statistically significant (Estimate = -0.251, SE = 0.263, Z = -0.953, p = 0.341). The results indicate that there is no statistically significant difference in the correlation between employee engagement and intention to quit between male and female employees. In other words, it appears that the influence of engagement on the propensity to depart is comparable across genders. The results indicate that although gender exerts a significant influence on turnover intention, it does not function as a moderating factor

in the correlation between engagement and turnover intention. The finding implies that the correlation between employee engagement and retention remain consistently, regardless of gender. This is to say that increased engagement leads to reduced intention to leave the organization for both male and female employees, thereby providing benefits to both genders.

In addition, it is important to recognize that the absence of a significance interaction effect does not diminish the importance of gender as a factor in predicting turnover intention. While the main result indicates that women employees demonstrate a relatively decreased inclination to voluntarily terminate their current employment, on average. The aforementioned suggests the possibility of the existence of supplementary gender-associated factors, including but not limited to societal norms, balance between professional and personal commitments, and career ambitions, which may contribute to the observed differences in turnover intention.

Table 4.10: Moderation analysis: Employee engagement-marital status to turnover intention

Moderation Estimates for MARITAL STATUS				
	Estimate	SE	Z	p
Employee Engagement	0.829	0.111	7.44	< .001
Marital status	0.210	0.150	1.40	0.162
Employee Engagement ✻ Marital status	0.302	0.232	1.30	0.193

According to the result, the analysis indicates that there exists a statistically significant and positive correlation between turnover intention and Employee Engagement, as evidenced by the estimate of 0.829, standard error of 0.111, Z-score of 7.44, and p-value of less than .001. The observation suggests that there exists an inverse relationship between the degree of employee engagement and the propensity to leave the organization. The finding is aligns with previous studies that emphasize the significance of employee engagement in mitigating the probability of organizational turnover (Arokiasamy et al., 2022).

Upon scrutinizing the estimate pertaining to Marital status, it is observed that the coefficient lacks statistical significance (Estimate = 0.210, SE = 0.150, Z = 1.40, p = 0.162). The findings indicate that marital status does not have a statistically significant impact on turnover intention. Stated differently, the available evidence suggests that the marital status of individuals does not exert a direct influence on their intention to quit their present job.

Furthermore, upon examining the interaction effect of Employee Engagement and Marital status (Employee Engagement ✻ Marital status), it was observed that the estimate did not attain statistical significance (Estimate = 0.302, SE = 0.232, Z = 1.30, p = 0.193). The aforementioned finding suggests that the moderating effect of marital status on the association between employee engagement and turnover intention is not significant. The findings suggest that the influence of engagement in mitigating turnover intention remains consistent irrespective of an individual's marital status.

The results indicate that employee engagement has a significant impact on mitigating turnover intention, whereas marital status does not exert a significant effect on this association. The proposition indicates that the primary determinant of individuals' inclination to depart from their respective organizations is their degree of engagement, as opposed to their marital status. Additional variables such as job satisfaction, organizational commitment, and work-life balance may exert a more significant impact on the likelihood of employees intending to leave their current employment.

Limitations

Several limitations can be identified throughout the data analysis. First, it was identified that the sampling size is relatively small. As a result, the generalizability of the findings may be constrained due to the relatively small

sample size upon which the analysis was conducted. In order to address this limitation, future work includes increasing the sample size and diversity to yield a more comprehensive picture of the population and improve the external validity of the findings. Another constraint pertains to the utilization of data. As the questionnaire was designed with pre answer of the 5 likert scale, the answer might not reflect the participant's personal perspectives. In order to address this constraint, forthcoming studies may contemplate integrating objective metrics or multiple data sources to furnish a more all-encompassing and precise comprehension of the variables being examined.

Moreover, the research was centered on a particular organization, therefore potentially limiting the applicability of the results to alternative settings. Employee turnover intention may be influenced by various dynamics and factors that are unique to different industries, organizational cultures, or geographical locations. Subsequent research endeavors may encompass a more extensive array of industries or organizations in order to comprehensively capture the subtleties and divergences present across diverse contexts.

In addition, the research solely analyzed a restricted set of factors, for instance, gender and marital status, as plausible moderators. However, additional factors, such as age, level of education, or length of employment may also potentially impact the association between engagement and turnover intention. Future work may contemplate a more exhaustive range of variables to attain a more profound comprehension of the intricate dynamics implicated.

CONCLUSION

The data analysis reveals a number of significant findings concerning the correlation among employee engagement, turnover intention, and the moderating influences of gender and marital status. For instance, the findings contribute to the author's understanding of the intricate interplay within organizational settings and provide perspectives on variables that impact the propensity of employees to resign.

The results of the correlation analysis indicate significant positive correlations among employee engagement, organizational commitment, and satisfaction level. The findings indicate that there exists a significant positive relationship between employee engagement, organizational commitment, and satisfaction, and a decrease in turnover intentions. This finding is consistent with previous studies that suggest that employees who are actively involved in their work, exhibit loyalty towards their organization, and experience contentment with their job are less inclined to contemplate resignation (Liu-Lastres et al., 2023).

Moreover, the study has employed a moderation analysis to examine the potential moderating influence of gender and marital status on the association between engagement and turnover intention. The analysis indicates a significant moderating impact concerning gender. The present study reveals a negative association between turnover intention and the relationship of employee engagement and gender. The findings also imply that the association between engagement and turnover intention could exhibit variability contingent upon gender. Consequently, additional study is necessary to comprehend the fundamental mechanisms and potential rationales for this moderation effect based on gender.

Conversely, the moderation analysis conducted for the variable of marital status does not produce statistically significant outcomes. The statistical analysis reveals that the interaction between employee engagement and marital status lacks significance, suggesting that the moderating effect of marital status on the association between engagement and turnover intention is absent in this particular analysis. It is crucial to acknowledge that this finding may be contingent on the context and may exhibit variations in alternative organizational or cultural settings. Subsequent investigations ought to examine supplementary factors that could potentially impact the association between engagement and turnover intention.

According to findings, the results carry multiple implications for entities and the management of human resources. For instance, the significance of cultivating employee engagement, organizational commitment, and job satisfaction as a means of reducing turnover intentions is emphasized. It is important for organizations to prioritize the establishment of a favorable work environment, provision of growth and development opportunities, and recognition of employees' contributions to augment engagement and satisfaction levels.

Additionally, the identification of gender as a possible moderator implies that organizations ought to take into account gender-specific variables while executing tactics to foster engagement and diminish turnover intention. For example, customized interventions, such as mentorship schemes or leadership development programs have the potential to effectively tackle gender-related issues and foster participation among male and female personnel.

Although the moderating effect of marital status was found to be insignificant in this study, it is crucial to acknowledge that other variables may impact the association between engagement and turnover intention. Further investigation is needed to examine additional individual and contextual factors, such as age, educational attainment, and length of employment, in order to achieve a more thorough study of the intricate dynamics involved in employee turnover intention.

The study investigated the determinants of employee turnover intention and proposes a predictive model to gain a deeper comprehension of and address this critical issue. The study's results underscored the significant impact of employee engagement, encompassing satisfaction levels and commitment to the organization, in forecasting the likelihood of turnover intention. It is noteworthy that the data analysis conducted did not reveal any moderation impacts of employee characteristics, such as gender or marital status, on the correlation between engagement and turnover intention. The lack of moderation effects indicates that the employee profiles do not exert a significant influence on the relationship. However, this finding does not undermine the significance of tackling engagement levels and organizational commitment as a means of mitigating turnover intention. It is recommended that organizations prioritize the improvement of employee engagement by implementing diverse strategies, including the provision of supportive work environments, the promotion of open communication, and the provision of career development opportunities. Furthermore, activities aimed at enhancing satisfaction levels and reinforcing commitment to the organization can aid in reducing the propensity to leave. Further investigation in this subject area is recommended to examine alternative moderators and ascertain supplementary variables that could impact the intention to leave. Likewise, organizations can enhance their overall performance and success by effectively addressing turnover intention and improving employee retention through the implementation of appropriate interventions and fostering a positive work culture.

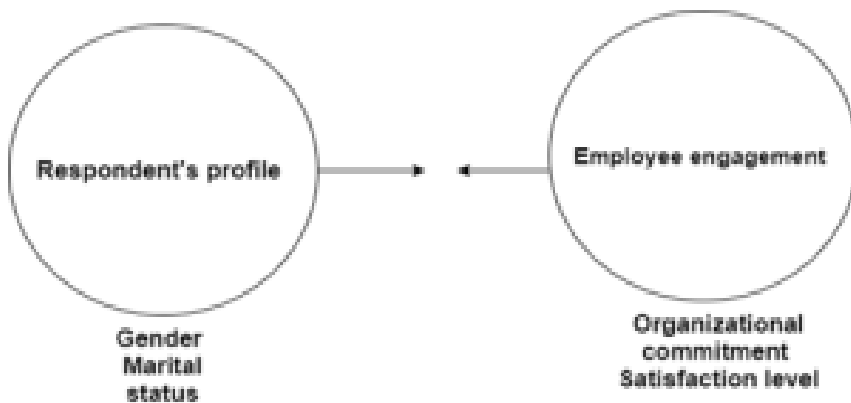**Proposed predictive employee turnover intention model**

Figure 2: merge stage

The predictive model acknowledges the importance of psychological factors in influencing turnover intention by incorporating employee engagement as a central component. Employees who are actively involved in their work are inclined to experience a greater sense of meaning, contentment, and affiliation with their employer, resulting in a decreased likelihood of harboring intentions to leave the organization. On the contrary, employees who are disengaged may encounter elevated levels of burnout, discontentment, and a deficiency of dedication, rendering them more susceptible to leave from the organization.

In addition, the proposed model acknowledges that the correlation between employee engagement and turnover intention is non-linear and can be impacted by several moderating factors. The model has identified gender and marital status as potential moderating factors. The present study incorporates these factors to examine their potential interaction with employee engagement in shaping turnover intention. This methodology facilitates a

nuanced comprehension of how distinct employee group may exhibit varied reactions to the correlation between engagement and turnover intention.

The integration of the respondent profile and employee engagement within the predictive model yields significant insights into the intricacies of turnover intention for both researchers and organizations. The present model offers a methodical and empirically-based methodology for detecting employees who are more prone to leaving their jobs, and facilitates the creation of focused retention tactics. Moreover, it facilitates efficient allocation of resources by organizations to retain employees with high potential and enables proactive planning for workforce management.

Figure 3: emergent model

The predictive model's integration of both respondent profile and employee engagement acknowledges the multifaceted character of turnover intention. For instance, the model recognizes that the personal attributes of employees, in conjunction with their degree of involvement, can have a substantial impact on their inclination to depart from the company. Through an analysis of the interplay between these two components, the model endeavors to reveal plausible associations and interdependencies that contribute to the employee turnover intention.

It is crucial to recognize that the suggested predictive model is presently in its emergent phase and necessitates additional refinement and authentication. Further investigation is required to improve the model and investigate potential moderating or mediating factors that could augment its predictive precision. In order to obtain a more comprehensive understanding of turnover intention, it may be beneficial to include various factors such as job characteristics, organizational culture, leadership styles, and external market conditions.

RECOMMENDATIONS

The study has conducted a data analysis on employee turnover intention, and based on the findings, a number of significant recommendations can be suggested to organizations that are striving to tackle this problem and enhance employee retention. Firstly, the findings indicate a significant association between employee engagement (organizational international commitment and satisfaction level) and the decrease of employee turnover intention. Hence, it is crucial for organizations to prioritize strategies that promote employee engagement. The attainment of this objective can be facilitated by implementing diverse measures such as enhancing channels of communication, affording prospects for skill enhancement and professional progression, acknowledging and incentivizing employee contributions, and advocating for equilibrium between work and personal life. Moreover, organizations can foster a favorable work environment, which reduce turnover intention and enhances employee satisfaction and commitment, by allocating resources towards employee engagement. Moreover, the results also revealed that the degree of satisfaction among supervisors and management had a significant influence on

employees' intention to leave their job. In order to tackle this issue, it is recommended that organizations offer training and assistance to supervisors and managers with the aim of improving their leadership and interpersonal aptitudes. Establishing a supportive and respectful relationship between supervisors and employees is imperative in mitigating turnover intention. The implementation of consistent feedback, coaching, and mentoring initiatives can effectively enhance interpersonal connections and foster employee contentment and dedication.

Moreover, the findings indicate that the influence of benefits and rewards on employee contentment is comparatively lower in comparison to other variables. As a result, it is recommended that organizations conduct a thorough evaluation of their compensation and benefits packages to ensure that they are in line with industry standards and remain competitive. Furthermore, organizations may consider the adoption of non-financial incentives, such as adaptable work schedules, schemes for acknowledging employees, and avenues for individual and occupational development. Likewise, organizations can improve employee satisfaction and decrease turnover intention by implementing a comprehensive rewards system. In general, the process of employee turnover intention is a dynamic one that is subject to influence from a range of internal and external factors, necessitating continuous monitoring and evaluation. Hence, it is important for organizations to institute mechanisms that enable consistent monitoring and assessment of employee engagement levels and turnover rates. The implementation of exit interviews and employee surveys can yield significant insights into the underlying causes of employee turnover and facilitate the identification of potential areas for enhancement. Consequently, continuous monitoring enables organizations to anticipate possible concerns and execute prompt interventions to alleviate turnover inclination. Based on the results of this investigation, organizations have the opportunity to construct predictive models tailored to their unique circumstances. For instance, organizations can develop predictive models for turnover intention by gathering and scrutinizing data pertaining to employee demographics, engagement levels, and other pertinent variables. The utilization of such models can aid organizations in the identification of employees who intent to leave and facilitate the implementation of retention strategies that are tailored to their specific needs. Particularly, frequently revising and enhancing these models in accordance with new data and insights will improve their efficacy and pertinence.

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