

Turnover Intention among Women Professionals in the ICT Sector: Individual, Organizational, and Environmental Perspectives

Zaimah Ramli^{1*}, Hee Yee Shen²

¹Development Science Programme, Centre for Research in Development, Social and Environment, Faculty of Social Sciences and Humanities, Universiti Kebangsaan Malaysia, Selangor, Malaysia

²Alumni of Development Science Programme (Undergraduate), Centre for Research in Development, Social and Environment, Faculty of Social Sciences and Humanities, Universiti Kebangsaan Malaysia, Selangor, Malaysia

*Corresponding Author

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ABSTRACT

Retaining women professionals in the labour market is important for strengthening women's economic participation and preventing organizations from losing skilled human capital. In the information and communication technology (ICT) sector, job demands, organizational conditions, and alternative employment opportunities may shape employees' considerations of whether to remain with or leave their organizations. This study aims to identify the level of turnover intention among women professionals in the ICT sector and to examine the individual, organizational, and environmental factors associated with their work experiences. A quantitative survey was conducted among 53 women employed in an ICT firm. The data were analysed using descriptive statistics, including frequencies, percentages, and mean scores. The findings indicate a moderate level of turnover intention. Among the three dimensions examined, environmental factors recorded the highest mean score, followed by individual and organizational factors. More specifically, respondents reported relatively high perceptions of alternative employment opportunities, whereas several aspects of their relationships with supervisors recorded low scores. These findings suggest that turnover intention among women professionals should not be understood solely in terms of individual experiences but also within the broader organizational and labour market contexts. The study provides practical implications for organizations seeking to develop more responsive strategies for retaining women professionals by addressing their work experiences and evolving career opportunities.

Keywords: turnover intention; women professionals; ICT sector; individual factors; organizational factors; environmental factors

INTRODUCTION

Women's participation in the labour market is an important component of economic development and the effective utilization of a country's human capital. In Malaysia, women have made considerable progress in educational attainment. The *Malaysia Gender Gap Index (MGGI) 2024* shows that women outperformed men in the educational attainment sub-index, with a score of 1.073. However, this achievement has not been fully translated into comparable economic participation, as the economic participation and opportunity sub-index recorded a considerably lower score of 0.703 (DOSM, 2025). This disparity indicates that women's participation and retention in the labour market remain important concerns despite their improving educational attainment.

Recent labour market statistics further reveal a substantial gender gap in labour force participation. According to the *Labour Force Survey 2025*, released by DOSM in June 2026, the female labour force participation rate was 56.6% in 2025, compared with 83.3% for men. In the same year, women accounted for 69.5% of the

population outside the labour force, equivalent to approximately 4.89 million individuals (DOSM, 2026). These figures suggest that although Malaysia's overall labour force participation rate reached a record high of 70.8% in 2025, increasing and sustaining women's participation in the labour market remains an important issue in the country's workforce development.

Employee retention is particularly important in the information and communication technology (ICT) sector, which relies heavily on a skilled and knowledge-intensive workforce. Employee turnover can result not only in the loss of valuable human capital and accumulated organizational knowledge but also in broader implications for organizational stability and effectiveness (Fairul Aswan et al., 2026). Recent research in Malaysia's ICT industry indicates that *turnover intention* remains an important workforce management concern. Rahman et al. (2025), for example, highlight the relevance of human resource management practices, particularly training and development, as well as employee loyalty, in explaining ICT employees' intentions to leave their organizations.

For women professionals, decisions to remain with or leave an organization may be more complex because their work experiences are shaped by the interaction of individual, organizational, and environmental demands (Akmal Ismail et al., 2022). At the individual level, work-related fatigue and stress may shape employees' work experiences. Organizational factors include relationships with supervisors and coworkers, remuneration, career development opportunities, and perceptions of organizational justice (Ganing et al., 2020). Environmental factors, meanwhile, may include work-family conflict, social support, and the availability of alternative employment opportunities, all of which can form part of employees' considerations when deciding whether to remain in their current jobs or seek employment elsewhere (Akmal Ismail et al., 2022). Together, these dimensions provide a broader basis for understanding the employment experiences of women professionals.

Within the Malaysian ICT context, the interface between work and family life has received increasing research attention. Lee et al. (2023) examined the effects of work-family conflict on *turnover intention* among ICT employees in Malaysia and demonstrated the relevance of conflicts between work demands and family responsibilities in understanding employees' intentions to leave their organizations. More recently, Rahman et al. (2025) extended this discussion by highlighting the importance of organizational factors, including training and development and employee loyalty, in explaining *turnover intention* within Malaysia's ICT industry. Taken together, these findings suggest that *turnover intention* should be understood as a multidimensional phenomenon rather than solely as an individual decision.

Turnover intention generally refers to an employee's consideration or intention to voluntarily leave an organization (Ninggal et al., 2021). The concept is important because it reflects a cognitive process that precedes an employee's actual decision to leave. In the present study, turnover intention is operationalized through three considerations: thinking about leaving the current job, the possibility of seeking a new job, and the intention to leave the organization. Identifying the level of turnover intention and the contexts surrounding it can therefore help organizations recognize early indications of potential employee loss and develop more appropriate employee retention strategies.

Although recent studies have linked work-family conflict, work-life balance, and human resource management practices with *turnover intention* in Malaysia's ICT sector (Lee et al., 2023; Rahman et al., 2025), greater attention is still needed to the experiences of women professionals across individual, organizational, and environmental dimensions. Examining these dimensions together may provide a more comprehensive understanding of the employment contexts surrounding women professionals' considerations of whether to remain with or leave their organizations. Such an approach is particularly relevant to understanding women's workforce retention beyond explanations centred on any single aspect of their employment experience.

Accordingly, this study aims to (i) identify the level of turnover intention among women professionals in the ICT sector; (ii) examine the levels of individual, organizational, and environmental factors associated with their work experiences; and (iii) compare the patterns across these three dimensions in the context of turnover intention. By focusing specifically on women professionals in the ICT sector, the study seeks to contribute to a more nuanced understanding of women's workforce retention and to provide practical insights for organizations in developing more responsive workplace environments and human resource management strategies.

LITERATURE REVIEW

Women and Turnover Intention

Employee retention is particularly important in the ICT sector because organizations depend heavily on employees with specialized knowledge and skills. Recent studies in Malaysia indicate that turnover intention remains a concern within the ICT industry. Rahman et al. (2025), for example, examined the relationships between recruitment and selection, training and development, work-life balance, and turnover intention among ICT employees in Malaysia. Their study also highlighted the importance of employee loyalty as a mechanism linking human resource practices to employees' intentions to leave the organization.

For women professionals, turnover intention may be more complex because career decisions occur within the broader context of work demands, organizational experiences, and life outside work (Akmal Ismail et al., 2022; Megat Muzafar, 2025). Recent studies involving women have identified work-family conflict, work-related stress, job satisfaction, and organizational and supervisory support as relevant factors associated with intentions to leave employment (Bai et al., 2025). Turnover intention among women professionals is therefore better understood from a multidimensional perspective rather than through explanations based on a single factor.

Factors Associated with Women's Turnover Intention

Factors associated with women's turnover intention can be broadly considered across three dimensions: individual, organizational, and environmental factors. Together, these dimensions provide a framework for understanding the different contexts within which women evaluate their work experiences and consider whether to remain with or leave an organization.

Individual Factors

Individual factors encompass employees' personal characteristics and psychological experiences that may shape how they evaluate their work (Othman & Halim, 2014; Taha et al., 2022). Work-related fatigue and stress are particularly relevant to understanding the employment experiences of women. When job demands continuously draw upon employees' physical and psychological resources, they may experience fatigue, which can subsequently shape their perceptions of work and willingness to remain with an organization. Studies involving younger women employees further suggest that work stress and job satisfaction are important mechanisms linking work-family conflict with turnover intention (Zainourudin et al., 2021; Bai et al., 2025). Other studies involving women employees have similarly highlighted the relevance of work stress and burnout to turnover-related experiences (Islam et al., 2025; Bahaman et al., 2025).

Demographic characteristics, however, require more cautious interpretation. Age, marital status, number of children, and length of service may create different life and career contexts, but they do not necessarily constitute direct causes of turnover intention (Rosli & Md Shah, 2024). In the present study, these characteristics are therefore used primarily to describe the heterogeneity of respondents' backgrounds and the contexts of their employment experiences, given the descriptive nature of the analysis.

Organizational Factors

Organizational factors refer to conditions and experiences arising within the workplace that may be more amenable to organizational policies and management practices. These include relationships with coworkers and supervisors, remuneration and incentives, and organizational justice (Khairul Azwan & Wee, 2026). Supervisory support is particularly important in the employee-organization relationship. Supervisors not only manage work tasks but may also serve as sources of support, recognition, and assistance when employees encounter work or family demands.

Francis et al. (2022) demonstrated the relevance of organizational justice and organizational support to turnover intention, indicating the importance of supportive workplace experiences in employees' decisions about whether

to remain with an organization. For women employees, organizational and supervisory support may become particularly salient when they are required to manage work and family demands simultaneously.

Research involving women in the IT sector has also suggested that a family-supportive work environment is associated with lower work-family conflict, greater satisfaction, and subsequently lower turnover intention (Yusof et al., 2025). This suggests that organizations may have opportunities to reduce the risk of losing women employees by strengthening supervisory support and developing more responsive work environments. Beyond interpersonal relationships, remuneration and organizational justice are also important components of employees' evaluations of the exchange between their contributions and the rewards provided by their organizations (Mohd Yusoff & Abdullah, 2022). Perceptions that rewards, promotion opportunities, or organizational procedures are administered unfairly may undermine employees' relationships with their organizations.

Environmental Factors

Environmental factors in this study comprise two main dimensions: the social environment and the labour market. The social environment concerns the interaction between work and family life as well as the views of significant others regarding an individual's employment. The labour market dimension, meanwhile, refers to employees' perceptions of the availability and accessibility of alternative employment opportunities.

Work-family conflict occurs when demands arising from the work and family domains are difficult to fulfil simultaneously. Although this concept has long been established in the literature, recent empirical evidence continues to demonstrate its relevance to turnover intention. Lee et al. (2023), in a study of 200 ICT employees in the Klang Valley, Malaysia, found that nearly all forms of work-to-family and family-to-work conflict examined were associated with turnover intention, with the exception of time-based family-to-work conflict.

This relationship is further supported by studies focusing specifically on women. Research among women in the service sector indicates that job satisfaction plays an important role in the relationship between work-family conflict and employees' considerations of taking a career break or leaving employment. Bai et al. (2025) similarly showed that work-family conflict among younger women employees was associated with work stress and job satisfaction, which in turn were linked to turnover intention. More broadly, the meta-analysis by Li et al. (2025) confirmed an overall association between work-family conflict and turnover intention, suggesting that this relationship is not confined to a single occupation or organizational setting.

The second environmental dimension concerns perceived alternative employment opportunities. Employees who believe that other suitable jobs are available and accessible may have a broader range of options when evaluating whether to remain in their current employment. Živković et al. (2023) emphasized the relevance of perceived alternative employment opportunities and turnover intention within the employee withdrawal process. This dimension is particularly relevant to the present study because the original instrument assessed respondents' perceptions of the availability of alternative jobs, the existence of jobs similar to their current positions, and the perceived possibility of obtaining comparable employment.

Study Framework

Figure 1 presents the study framework. The study adopts a multidimensional approach by organizing the work experiences of women professionals into three main dimensions: individual, organizational, and environmental factors. At the individual level, work-related fatigue and stress may shape how employees evaluate their work and career continuity (Zainourudin et al., 2021; Rosli & Md Shah, 2024; Bai et al., 2025). At the organizational level, relationships with supervisors and coworkers, remuneration, and perceptions of organizational justice contribute to employees' experiences within the organization (Mohd Yusoff & Abdullah, 2022; Francis et al., 2022; Yusof et al., 2025). At the environmental level, work-family conflict and perceptions of alternative employment opportunities form part of the broader context within which employees consider whether to remain in or leave their current employment (Lee et al., 2023; Živković et al., 2023; Bai et al., 2025).

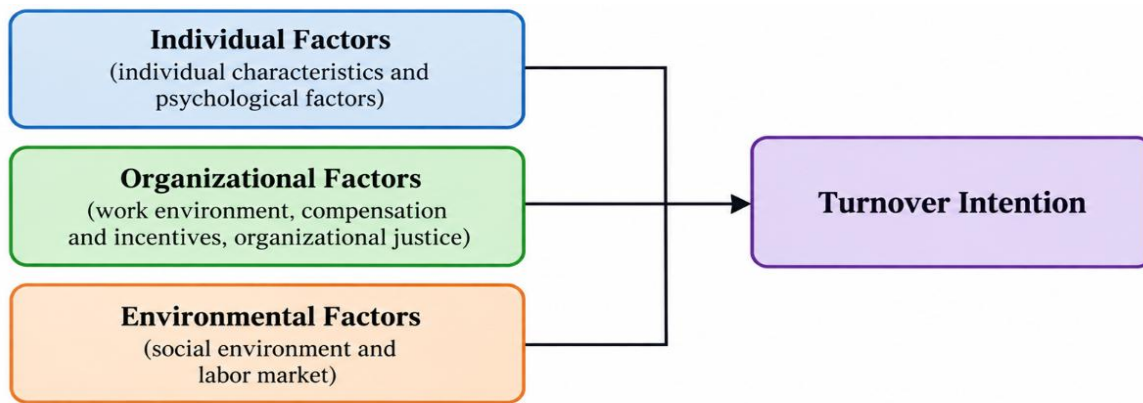


Figure 1. Study Framework

Recent studies in Malaysia have examined work-family conflict among ICT employees (Lee et al., 2023), as well as human resource management practices, work-life balance, and employee loyalty in relation to turnover intention within the ICT industry (Rahman et al., 2025). International studies focusing on women have similarly highlighted the relevance of work-family conflict, work-related stress, job satisfaction, and organizational support in understanding women's turnover intention. Nevertheless, research that specifically examines the experiences of women professionals in the ICT sector by simultaneously considering individual, organizational, and environmental contexts remains limited, particularly in Malaysia. By bringing these three dimensions together within a single analytical framework, the present study provides a broader perspective for describing the employment experiences surrounding turnover intention among women professionals in the ICT sector.

METHODOLOGY

Research Design

This study employed a quantitative approach using a survey design to examine turnover intention among female professionals working in the information and communication technology (ICT) sector. This approach was used to provide a descriptive understanding of the level of turnover intention and the individual, organizational, and environmental factors associated with respondents' work experiences. The study involved 53 female employees from a single ICT firm. Given the cross-sectional design and the relatively small sample drawn from one organization, the findings are interpreted within the context of the respondents and organization examined and are not intended to represent female professionals across the Malaysian ICT industry.

Participants and Sampling Procedure

Respondents were recruited using convenience sampling, a non-probability sampling technique based on the accessibility of eligible participants. To be included in the study, respondents were required to meet four criteria: (1) female; (2) aged between 21 and 60 years; (3) possessed at least a bachelor's degree; and (4) were employed in the ICT sector. A total of 53 respondents participated in the study. The respondents represented different age groups, ethnic backgrounds, marital statuses, and lengths of service. The majority were aged between 21 and 30 years (84.9%), were unmarried (81.1%), had no children (90.6%), and had worked in the organization for between one and five years (54.7%). As convenience sampling was employed within a single ICT firm, the sample was not intended to be statistically representative of the wider population of female ICT professionals in Malaysia.

Instrument and Measurement

Data were collected using a structured questionnaire comprising respondents' demographic characteristics, individual, organizational, and environmental factors, and turnover intention. The questionnaire contained eight demographic items, five items measuring individual factors, 13 items measuring organizational factors, eight items measuring environmental factors, and three items measuring turnover intention. The measurement items were adapted from established instruments used in previous studies. Individual factors were represented by five items measuring work-related psychological experiences adapted from Moore (2000), including emotional

exhaustion, energy depletion at the end of the working day, fatigue when facing a new working day, and work-related strain.

Organizational factors comprised three components. Work environment and compensation and incentives were measured using items adapted from Dabke et al. (2008), while organizational justice toward women was measured using items adapted from Anderson and Shinenew (2003). The work environment component assessed respondents' relationships and interactions with coworkers and supervisors. Compensation and incentives covered perceptions of income adequacy, salary increments, remuneration, and the need for additional income. Organizational justice toward women assessed perceived fairness in salary or bonus allocation, task distribution, and promotion opportunities between female and male employees.

Environmental factors comprised social environment and labor market perceptions. Social environment items were adapted from Adams et al. (1996) and captured work–family interference and respondents' perceptions of social support for their current employment. Labor market perception items were adapted from Thatcher et al. (2002) and assessed respondents' perceptions of alternative employment opportunities and their ability to obtain employment similar to their current positions. Turnover intention was measured using three items adapted from Michaels and Spector (1982), frequently thinking about leaving the current job, the likelihood of seeking a new job in the following year, and the intention to leave the organization as soon as possible.

All construct items were measured using a five-point Likert scale ranging from 1 = strongly disagree, 2 = disagree, 3 = not sure, 4 = agree, to 5 = strongly agree. Higher scores indicated higher levels of the respective constructs. No separate pilot test was conducted prior to the main survey, and internal consistency reliability coefficients such as Cronbach's alpha were not available for the present dataset. Accordingly, no reliability coefficients are reported in this study.

Data Analysis

The data were analyzed using descriptive statistics, specifically frequencies, percentages, and mean scores. Frequencies and percentages were used to describe respondents' profiles, while mean scores were used to summarize turnover intention and the individual, organizational, and environmental factors. Mean scores were classified into three levels: 1.00–2.33 (low), 2.34–3.67 (moderate), and 3.68–5.00 (high). The analysis was descriptive and exploratory in nature. Accordingly, comparisons of mean scores across the individual, organizational, and environmental factors were used to identify patterns in respondents' work experiences and were not interpreted as evidence of causal relationships or statistical effects on turnover intention.

The data were analyzed using descriptive statistics and Pearson correlation analysis. Frequencies and percentages were used to describe respondents' demographic characteristics, while mean scores were used to summarize turnover intention and the individual, organizational, and environmental dimensions. For descriptive interpretation, mean scores were classified into three levels: 1.00–2.33 = low, 2.34–3.66 = moderate, and 3.67–5.00 = high, following the classification adopted in the original study. Pearson correlation analysis was used to examine the relationships between the individual, organizational, and environmental dimensions and turnover intention. The strength of the correlations was interpreted with reference to Cohen (1988), with coefficients above 0.50 interpreted as strong, 0.30 to 0.49 as moderate, and 0.10 to 0.29 as weak. Statistical significance was evaluated at the .05 level. The correlation analysis was used to identify the direction and strength of associations between the study dimensions and turnover intention. Given the cross-sectional and correlational nature of the study, the observed relationships were interpreted as associations rather than causal effects. Consequently, terms implying causality, such as effect, impact, influence, and determinant, were avoided when interpreting the empirical relationships.

RESULTS AND DISCUSSION

Respondent Profile

Table 1 presents the demographic profile of the respondents. The study involved 53 female professionals employed in an ICT firm. The majority of respondents were aged between 21 and 30 years (84.9%), followed by those aged 31–40 years (11.3%) and 41–50 years (3.8%). In terms of ethnicity, most respondents were Malay

(62.3%), followed by Chinese (30.2%), Indian (3.8%), and other Bumiputera (3.8%). Most respondents were unmarried (81.1%), while 18.9% were married. A large majority had no children (90.6%). Regarding commuting time to the workplace, 49.1% reported travelling for less than 30 minutes, while 41.5% travelled between 30 and 60 minutes. In terms of organizational tenure, more than half of the respondents had worked in the organization for between one and five years (54.7%), while 35.8% had been employed for less than one year.

Table 1. Respondent Profile

Profile	n	%	Profile	n	%
Age:			Ethnicity:		
21–30 years	45	84.9	Malay	33	62.3
31–40 years	6	11.3	Chinese	16	30.2
41–50 years	2	3.8	Indian	2	3.8
51–60 years	0	0.0	Bumiputera	2	3.8
Religion:			Number of children:		
Islam	34	64.2	None	48	90.6
Buddhism	14	26.4	1–3 children	5	9.4
Hinduism	2	3.8	Marital status:		
Christianity	3	5.7	Unmarried	43	81.1
Organizational tenure			Married	10	18.9
<1 year	19	35.8	Commuting time to workplace:		
1–5 years	29	54.7	<30 minutes	26	49.1
6–10 years	3	5.7	30–60 minutes	22	41.5
>10 years	2	3.8	>60 minutes	5	9.4

Turnover Intention

Table 2 presents the level of turnover intention among the female professionals. The item with the highest mean score was the likelihood of seeking a new job in the following year ($M = 3.35$), followed by frequently thinking about leaving the current job ($M = 3.08$). The intention to leave the organization as soon as possible recorded the lowest mean score ($M = 2.94$). All three items were at a moderate level. Overall, turnover intention among the respondents was at a moderate level ($M = 3.11$). Nevertheless, the item-level results reveal a noteworthy pattern. Respondents appeared more inclined to consider or explore alternative employment opportunities than to express an immediate intention to leave their current organization. Specifically, the likelihood of seeking a new job in the following year recorded the highest mean score, whereas the intention to leave the organization as soon as possible recorded the lowest. This pattern suggests that the moderate level of turnover intention may reflect openness to career mobility rather than an immediate decision to leave the organization.

Table 2. Turnover Intention

Statement	Mean	Level
I often think about leaving my current job.	3.08	Moderate
I am likely to look for a new job in the following year.	3.35	Moderate
I intend to leave the organization as soon as possible.	2.94	Moderate
Overall score	3.11	Moderate

Individual Factors

Table 3 presents the five items measuring the psychological aspects of individual factors. Overall, work-related psychological factors were at a moderate level ($M = 3.01$). The item “I feel emotionally drained by my work” recorded the lowest mean score ($M = 2.77$), while “I feel exhausted at the end of the working day” recorded the highest mean score ($M = 3.40$). Although all items remained within the moderate range, the relatively higher score for end-of-day exhaustion suggests that work-related fatigue was a notable experience among the respondents. The remaining indicators were also at moderate levels. Feeling tired when waking up and having

to face another working day recorded a mean score of 2.81, while work-related fatigue recorded a mean score of 3.02. The perception that working throughout the day was demanding recorded a slightly higher mean score of 3.06. Taken together, these findings indicate that respondents experienced a moderate degree of psychological strain associated with their work, with end-of-day exhaustion emerging as the most prominent experience.

Table 3. Work-Related Psychological Factors

Statement	Mean	Level
I feel emotionally drained by my work.	2.77	Moderate
I feel exhausted at the end of the working day.	3.40	Moderate
I feel tired when I wake up in the morning and have to face another day at work.	2.81	Moderate
I feel fatigued as a result of my work.	3.02	Moderate
Working throughout the day is really demanding for me.	3.06	Moderate
Overall score	3.01	Moderate

Organizational Factors

Organizational factors were examined across three components: work environment, compensation and incentives, and organizational justice toward women. Table 4 presents respondents' perceptions of their work environment. The findings reveal a clear contrast between relationships with coworkers and supervisors. Good interaction with coworkers recorded the highest mean score ($M = 3.83$), followed by coworker support for work-related tasks ($M = 3.73$) and friendliness among coworkers ($M = 3.71$). All three items were at a high level, indicating generally positive relationships among coworkers. In contrast, supervisor support for work-related tasks ($M = 2.19$) and good interaction with supervisors ($M = 2.10$) were both at a low level. This pattern indicates that respondents perceived substantially stronger interpersonal relationships and support from coworkers than from supervisors. Overall, the work environment recorded a moderate mean score ($M = 3.11$).

Table 4. Work Environment

Statement	Mean	Level
My coworkers are friendly.	3.71	High
My coworkers provide support for work-related tasks.	3.73	High
I have good interactions with my coworkers.	3.83	High
My supervisor provides support for work-related tasks.	2.19	Low
I have good interactions with my supervisor.	2.10	Low
Overall score	3.11	Moderate

Table 5 presents respondents' perceptions of compensation and incentives. The highest mean scores were recorded for receiving regular salary increments within the organization ($M = 3.28$) and needing additional income to meet financial needs ($M = 3.28$). Perceptions of being reasonably well paid for the work performed recorded a mean score of 3.09, while the perception that overall cash compensation was relatively low recorded a mean score of 2.85. The lowest mean score was reported for having sufficient income to support the family ($M = 2.75$). All items were at a moderate level. Overall, compensation and incentives recorded a moderate mean score ($M = 3.05$). Rather than indicating clear satisfaction with compensation, the findings suggest mixed perceptions of financial adequacy and rewards, particularly given that the need for additional income was among the highest-rated items.

Table 5. Compensation and Incentives

Statement	Mean	Level
I earn sufficient income to support my family.	2.75	Moderate
I receive regular salary increments in this organization.	3.28	Moderate
I am reasonably well paid for the work I perform.	3.09	Moderate
Overall, my cash compensation is relatively low.	2.85	Moderate

I need additional income to meet my financial needs.	3.28	Moderate
Overall score	3.05	Moderate

Table 6 presents respondents' perceptions of organizational justice toward women. Three items assessed perceived gender-related differences in salary or bonuses, workload distribution, and promotion opportunities. The perception that salary or bonus allocation was less fair for women than for men recorded a mean score of 2.70, while the perception of being assigned more tasks than male coworkers recorded the lowest mean score ($M = 2.51$). In comparison, the perception that male employees had easier access to promotion opportunities than female employees recorded the highest mean score ($M = 3.23$). All three items were at a moderate level. Overall, organizational justice toward women recorded a moderate mean score ($M = 2.81$). Although the findings do not indicate uniformly high perceptions of gender-based unfairness, perceived inequality in promotion opportunities emerged as the most salient gender-related organizational justice issue among the respondents.

Table 6. Organizational Justice Toward Women

Statement	Mean	Level
I perceive the salary/bonus received by women as less fair than that received by men.	2.70	Moderate
I am often assigned more tasks than my male coworkers.	2.51	Moderate
I feel that male employees have easier access to promotion opportunities than female employees.	3.23	Moderate
Overall score	2.81	Moderate

Environmental Factors

Environmental factors were examined across two components: social environment and labor market perceptions. The social environment captured respondents' experiences of the interaction between work demands and their family and personal lives, as well as perceived social support for their current employment. Table 7 presents respondents' perceptions of their social environment. Among the work-family-related items, the inability to engage in desired activities at home due to work commitments recorded the highest mean score ($M = 3.04$), followed by difficulty fulfilling family responsibilities due to working hours ($M = 2.96$). Work demands that resulted in irritability or a short temper at home recorded a mean score of 2.91, while arriving home late or in a negative emotional state due to work pressure recorded a mean score of 2.87. The perception that work interfered with home and family life recorded a mean score of 2.85. In comparison, the two items reflecting social endorsement of respondents' current employment recorded lower mean scores. The perception that significant others believed respondents should remain in their current jobs recorded a mean score of 2.40, while perceived pride from family and friends in respondents' current employment recorded the lowest mean score ($M = 2.25$). Overall, the social environment recorded a moderate mean score ($M = 2.75$). The findings therefore indicate a moderate degree of work-family interference, accompanied by relatively lower perceived social endorsement of respondents' current employment.

Table 7. Social Environment

Statement	Mean	Level
My job interferes with my home and family life.	2.85	Moderate
The amount of time I spend working makes it difficult for me to fulfil my family responsibilities.	2.96	Moderate
Activities that I would like to do at home cannot be carried out because of my work commitments.	3.04	Moderate
Because of work pressure, I often arrive home late or in a negative emotional state.	2.87	Moderate
Work demands often make me feel irritated or short-tempered at home.	2.91	Moderate
Most people who are important to me think that I should remain in my current job.	2.40	Moderate
My family/friends are proud of me for holding my current position/job.	2.25	Low
Overall score	2.75	Moderate

Labor Market Perceptions

Table 8 presents respondents' perceptions of the labor market and the availability of alternative employment opportunities. The perception of having many alternative job opportunities, including jobs different from the current position, recorded a moderate mean score ($M = 3.43$). In contrast, respondents reported a high level of agreement that many employment opportunities similar to their current jobs were available ($M = 3.79$). They also expressed relatively high confidence in their ability to obtain a job similar to their current employment ($M = 3.70$). Overall, labor market perceptions recorded a mean score of 3.64, which falls within the moderate category but is close to the threshold for a high level. The findings indicate that respondents generally perceived favorable external employment opportunities, particularly for jobs similar to their current positions. This pattern is noteworthy when considered alongside the earlier finding that seeking a new job in the following year was the highest-rated turnover intention item ($M = 3.35$). Nevertheless, this similarity in patterns should not be interpreted as evidence of a statistical relationship between perceived job opportunities and turnover intention.

Table 8. Labor Market Perceptions

Statement	Mean	Level
I have many alternative job opportunities, including some that are different from my current job.	3.43	Moderate
There are many job opportunities similar to my current job.	3.79	High
I could obtain a job similar to my current job.	3.70	High
Overall score	3.64	Moderate

Comparison of Individual, Organizational, and Environmental Factors

Figure 2 presents a comparison of the mean scores for the individual, organizational, and environmental factors examined in the study. Among the three dimensions, environmental factors recorded the highest mean score ($M = 3.20$), followed by individual factors ($M = 3.01$), while organizational factors recorded the lowest mean score ($M = 2.59$). All three dimensions remained within the moderate category. The higher mean score for environmental factors indicates that environmental considerations were relatively more prominent in respondents' reported experiences than individual and organizational factors. This pattern appears to be particularly associated with respondents' perceptions of the labor market, as they reported relatively favorable views regarding the availability of alternative employment opportunities. Specifically, respondents perceived that jobs similar to their current employment were available ($M = 3.79$) and expressed confidence in their ability to obtain a similar job ($M = 3.70$).

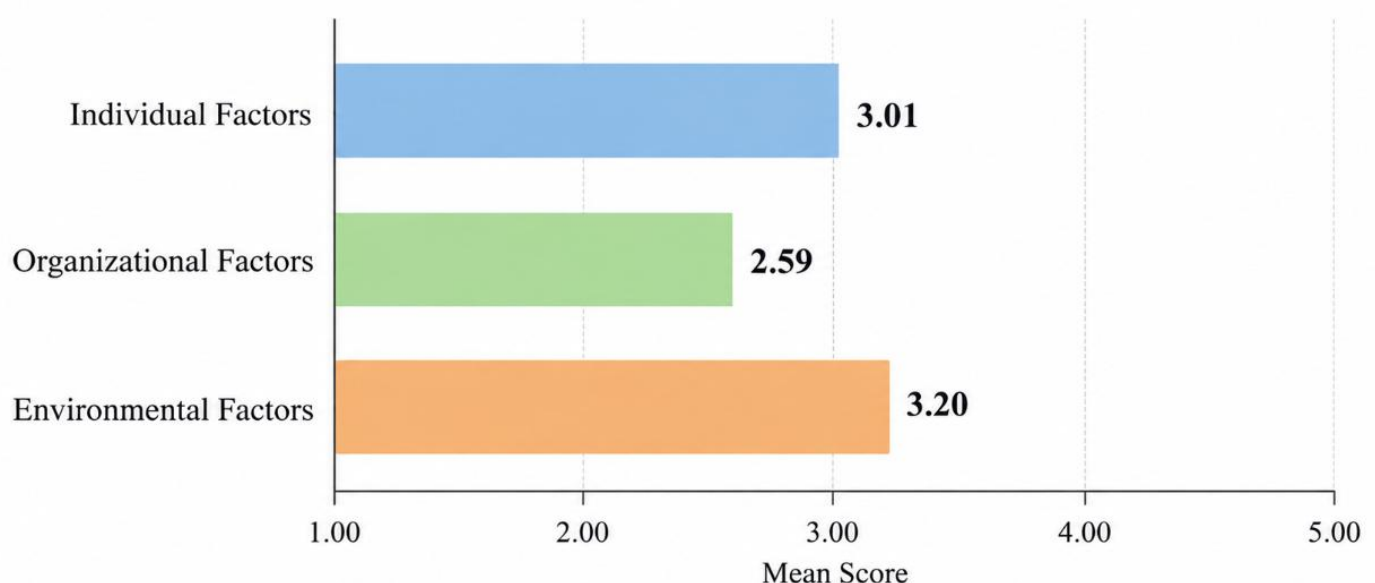


Figure 2. Comparison of Mean Scores for Individual, Organizational, and Environmental Factors

In contrast, the lower overall mean score for organizational factors should not be interpreted as indicating that the organizational environment was uniformly favorable. As shown earlier, respondents reported positive relationships with coworkers but relatively low levels of supervisor support and interaction. Therefore, the findings suggest variation across specific organizational experiences rather than an absence of organizational concerns.

Correlations Between Study Factors and Turnover Intention

Pearson correlation analysis was conducted to examine the relationships between the study factors and turnover intention (Table 9). The results indicate that several individual, organizational, and environmental dimensions were significantly associated with turnover intention. Work-related psychological factors were positively and significantly correlated with turnover intention ($r = .437$, $p = .001$), indicating a moderate association between greater work-related psychological strain and higher turnover intention.

Table 9. Correlations Between Study Factors and Turnover Intention

Study factor	<i>r</i>	<i>p</i>	Strength
Work-related psychological factors	.437	.001	Moderate
Work environment	.367	.007	Moderate
Compensation and incentives	.405	.003	Moderate
Organizational justice toward women	.356	.009	Moderate
Overall organizational factors	.508	< .001	Strong
Social environment	.423	.002	Moderate
Overall environmental factors	.297	.031	Weak

Note. Pearson's correlation coefficient (r). Statistical significance was evaluated at $p < .05$.

All three organizational components were significantly correlated with turnover intention. Compensation and incentives showed a moderate positive correlation ($r = .405$, $p = .003$), followed by work environment ($r = .367$, $p = .007$) and organizational justice toward women ($r = .356$, $p = .009$). When considered as an overall dimension, organizational factors demonstrated a strong positive correlation with turnover intention ($r = .508$, $p < .001$). Social environment was also moderately and positively correlated with turnover intention ($r = .423$, $p = .002$). The overall environmental dimension showed a weaker but statistically significant positive correlation with turnover intention ($r = .297$, $p = .031$). Overall, the correlation analysis indicates that organizational factors demonstrated the strongest aggregate association with turnover intention among the dimensions for which valid overall correlation results were available. Importantly, these findings represent statistical associations and do not establish causal relationships.

DISCUSSION

The findings indicate a moderate overall level of turnover intention among the respondents ($M = 3.11$). However, the item-level pattern provides a more nuanced interpretation. The likelihood of seeking a new job in the following year ($M = 3.35$) was higher than the intention to leave the organization as soon as possible ($M = 2.94$). This suggests that turnover intention among the respondents was characterized more by openness to alternative career opportunities than by an immediate decision to leave. This pattern is particularly relevant given the demographic composition of the sample. Most respondents were aged 21 to 30 years (84.9%), were unmarried (81.1%), had no children (90.6%), and more than half had between one and five years of organizational tenure. Therefore, the observed turnover intention should be understood within the context of a predominantly young and relatively early-career group of female ICT professionals rather than generalized to women working throughout the Malaysian ICT sector. The finding is broadly consistent with previous studies indicating that turnover intention within the ICT sector may be associated with multiple aspects of employees' work experiences and career considerations rather than a single factor (Lee et al., 2023; Rahman et al., 2025).

At the individual level, work-related psychological factors recorded a moderate mean score ($M = 3.01$). Feeling exhausted at the end of the working day was particularly noticeable ($M = 3.40$), suggesting that fatigue was an important aspect of respondents' work experiences. The correlation analysis strengthens this descriptive finding. Work-related psychological factors were moderately and positively associated with turnover intention ($r = .437$, $p = .001$). Thus, respondents reporting greater psychological strain also tended to report higher turnover intention. This result is consistent with previous research linking demanding work experiences, work-family conflict, occupational stress, and burnout with unfavorable employee outcomes (Lee et al., 2023; Zainourudin et al., 2021; Islam et al., 2025; Bahaman et al., 2025). Nevertheless, because the present study used cross-sectional correlational data, the relationship should not be interpreted as demonstrating that psychological strain causes turnover intention.

One of the most important findings of the study concerns the organizational dimension. Descriptively, organizational factors recorded the lowest overall mean score ($M = 2.59$). However, this lower mean does not imply that organizational factors were less relevant to turnover intention. On the contrary, the overall organizational dimension demonstrated the strongest aggregate correlation with turnover intention ($r = .508$, $p < .001$). This distinction between descriptive level and relational strength is important. Mean scores indicate the reported level of a particular experience, whereas correlation coefficients indicate the strength of association between variables. Therefore, the relatively low organizational mean and the stronger organizational correlation are not contradictory. At the component level, compensation and incentives ($r = .405$, $p = .003$), work environment ($r = .367$, $p = .007$), and organizational justice toward women ($r = .356$, $p = .009$) were all moderately and significantly associated with turnover intention.

The item-level findings further reveal a marked contrast between horizontal and vertical workplace relationships. Respondents reported good coworker interaction ($M = 3.83$), coworker support ($M = 3.73$), and friendly coworker relationships ($M = 3.71$), while supervisor support ($M = 2.19$) and supervisor interaction ($M = 2.10$) were comparatively low. This pattern suggests that positive peer relationships can coexist with less favorable supervisory experiences. Previous research has similarly highlighted the relevance of coworker support, perceived organizational support, supervisory relationships, and organizational fairness to employees' workplace experiences and intentions to remain with or leave an organization (Bai & Zhou, 2025; Francis et al., 2022; Mohd Yusoff & Abdullah, 2022).

Environmental factors recorded the highest descriptive mean among the three overall dimensions ($M = 3.20$). However, the overall environmental dimension demonstrated only a weak positive correlation with turnover intention ($r = .297$, $p = .031$). Again, this illustrates why descriptive prominence should not be equated with relational strength. Within this dimension, social environment was moderately associated with turnover intention ($r = .423$, $p = .002$). Respondents reported some degree of work interference with home and family activities, although these experiences remained at moderate levels. Previous studies have similarly documented the relevance of work-family conflict to turnover intention and other employment outcomes (Lee et al., 2023; Zainourudin et al., 2021; Akmal Ismail et al., 2022).

However, the demographic characteristics of the present sample warrant a broader interpretation. As 81.1% of respondents were unmarried and 90.6% had no children, turnover intention among these women should not be interpreted primarily through marital or childcare responsibilities. Their experiences may also involve work-related exhaustion, organizational relationships, career development, and opportunities available in the external labor market. The descriptive results on labor market perceptions are particularly noteworthy. Respondents perceived relatively favorable opportunities for similar employment ($M = 3.79$) and expressed confidence in obtaining a similar job ($M = 3.70$). These findings correspond descriptively with the relatively higher mean for seeking a new job in the following year ($M = 3.35$). However, no conclusion regarding a statistical relationship between labor market perceptions and turnover intention is drawn here because the correlation values reported for this component in the original analysis require further verification.

IMPLICATIONS, LIMITATIONS AND CONCLUSION

This study provides both descriptive and correlational insights into turnover intention among female professionals in a single ICT firm. Overall turnover intention was moderate ($M = 3.11$). Although environmental

factors recorded the highest descriptive mean ($M = 3.20$), followed by individual ($M = 3.01$) and organizational factors ($M = 2.59$), the correlation analysis revealed a different pattern. Organizational factors showed the strongest overall association with turnover intention ($r = .508$, $p < .001$), while work-related psychological factors were moderately associated with turnover intention ($r = .437$, $p = .001$) and overall environmental factors showed a weaker association ($r = .297$, $p = .031$). These findings highlight the importance of distinguishing between the reported level of an experience and its statistical association with turnover intention.

From a practical perspective, the findings point to the importance of strengthening supervisory support, employee well-being, and career development. Despite positive coworker relationships, relatively low supervisor support and interaction suggest a need for stronger leadership communication, constructive feedback, and employee development practices. Organizations should also consider retention strategies beyond compensation by providing clear career pathways, skills development, recognition, and professional advancement opportunities, particularly as respondents perceived relatively favorable alternative employment opportunities. Furthermore, given that most respondents were unmarried (81.1%) and had no children (90.6%), retention strategies for female professionals should not focus narrowly on family responsibilities but should address broader work and career experiences.

Several limitations should be acknowledged. The study involved only 53 female employees from a single ICT firm, selected through convenience sampling, which limits the generalizability of the findings to the broader Malaysian ICT workforce. The cross-sectional and correlational design also precludes causal interpretation; significant correlations indicate associations rather than evidence that the examined factors cause turnover intention. In addition, the study relied on self-reported data, and no pilot test or internal consistency reliability analysis was conducted. These methodological limitations should be considered when interpreting the findings.

Future research should involve larger and more heterogeneous samples drawn from multiple ICT organizations and subsectors. Regression analysis or structural equation modeling could be employed with appropriately sized samples to examine the relative contribution of individual, organizational, and environmental factors to turnover intention. Longitudinal and qualitative or mixed-method approaches could further clarify whether turnover intentions translate into actual employee departures and provide deeper insight into women's experiences of supervisory support, career development, work-life demands, and employment mobility.

In conclusion, turnover intention among the female ICT professionals examined in this study was moderate and was associated with multiple aspects of their work experiences. Particularly notable were work-related psychological strain, organizational experiences, differences between coworker and supervisor support, and perceived alternative employment opportunities. The findings also demonstrate that women's turnover intention should not be understood solely in terms of family responsibilities. Rather, retention requires an integrated approach that supports employee well-being, strengthens supervisory relationships, and provides meaningful opportunities for career development and progression.

Ethical Approval: The study involved adult participants and used a non-invasive, questionnaire-based survey. Formal ethical approval was not obtained at the time of data collection. The study was conducted as part of an academic research project under the institutional procedures applicable at the time.

Conflict of Interest: The authors declare that there are no conflicts of interest regarding the publication of this study.

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