

## Factors Affecting Employee Turnover in a Small Business in Egypt

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### Abstract

Employee turnover has become a common phenomenon in all organizations. It will cost a lot of money and time because organizations need to hire new employees and train them to fill field open positions. There are many different reasons why they choose to leave the organization. So, organizations need to find out the most important reasons to treat and improve it. There are four categories of factors that affect employee turnover: demographic, work, financial-economic and organizational. The demographic category consists of three factors Age, Tenure and Job designation level. The second category which is personal consists of Job Satisfaction and Organizational commitment. While the third category is the organization which consists of payments and benefits, location of workplace, working environment (i.e., flexible working hours), perceive alternative employment opportunities, career promotion and recognition, supervision and relationship, training and improved skills and the last category consists of work stress, work/life balance and field of study. The research design is descriptive with a correlation type of instrumentation to get the effect of variables positively or negatively with the amount. The data will collect via a structured questionnaire. This study has identified several key factors that contribute to employee turnover, including perceived organizational support, job stress, work-life balance, and available job alternatives. The results suggest that organizations can reduce employee turnover by improving perceived organizational support and work-life balance while also minimizing job stress. These findings have important implications for HR management in developing effective retention strategies to retain valuable employees and improve organizational performance.

**Keywords:** employee turnover, organization, career, satisfaction, work-life balance, salary, decision-making

### 1. Introduction

Employee turnover, or employee turnover rate, is the measurement of the number of employees who leave an organization during a specified period, typically one year. While an organization usually measures the total number of employees who leave, turnover can also apply to subcategories within an organization like individual departments or demographic groups.

Employee turnover is a major topic in organizations. So, awareness has been focused on understanding its causes and factors that affect it. Employee turnover is terrible and should be avoided. The question of whether turnover affects the small business. Small business especially depends on clever manpower in the process, the employees consider the most important asset in the organization.

### 2. Problem Definition

The Nine elements model/framework by Elsafty (2018, 2022) was used to analyze the context as the model has nine main elements covering all needed contextual analysis for business and management-related cases such as organization type, management, organizational level, business function, geographical of organization, organization industry, external environment, and internal environment, and has been used in several research papers (Elsafty, A., Elsayed, H., & Shaaban, 2020; Elsafty, A., Elbouseery, I., & Shaarawy, A., 2020; Elsafty, A., & Elzeftawy, A., 2021/2022; Elsafty, A., & Oraby, M., 2022; Elsafty, A., & Mahmoud, I., 2022; Elsafty, A., & Mansour, M., 2023; Elsafty, A., & Ramadan, E., 2023).

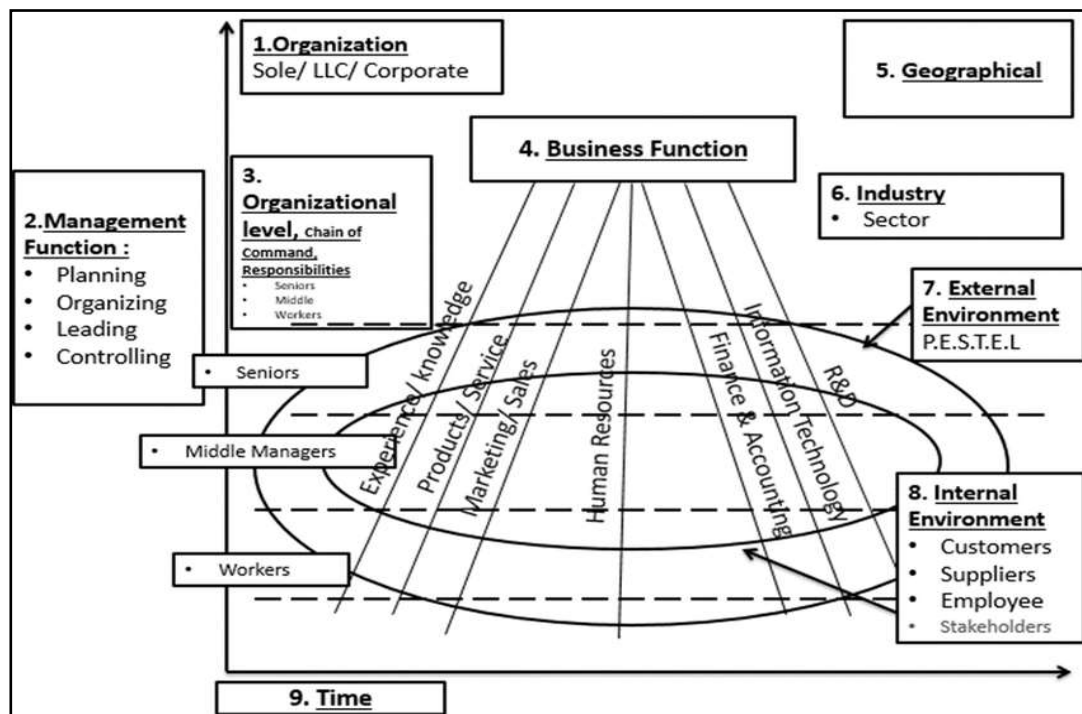


Figure 1. Nine Elements Model (Elsafy & AlNawaly, 2020)

### Organization, Business Function and Industry

Employee turnover affects a small-sized business organization, which has a staff of about 50 employees. The field of work of the organizations that are being studied is those that work in the service field, especially in the engineering field that depends on programming. Where employees are considered the most important assets in the organization, in which employees are trained for a long period and get the organization's expertise in this field. As most of the time, it is knowing how to know your organization. This is a small organization whose organizational chart is limited in vertical and horizontal directions.

### Management Function and Organization Levels

Many factors affect employee turnover and we will identify these factors. One of these factors is employees losing the vision of the organization, and sometimes it is not announced to all employees. Also, in case of vision changing or adding some amendments to it, they are not notified either, which causes them to be unclear with the vision to the employees and this makes the employees not understand some of the decisions of the organization. The employees must be aware of the company's vision to be aligned with the organization in its decisions, or at least know why these decisions were taken. In this case, the employees lose the organization's goals, which causes turnover.

In addition to the organizational hierarchy in small organizations is limited in the vertical direction; this makes employees feel that there is no opportunity to occupy a higher position which affects their job career. Where all the higher positions are occupied and therefore the employee is looking for another opportunity to achieve his job career. Accordingly, small organizations must expand to create opportunities for their employees to achieve their job careers.

Motivation is one of the factors, which affect employee turnover. The organization must continuously motivate the employees to get their best effort and loyalty to the organization. Lack of motivation leads to employee turnover. One of the most important motives is to increase salaries, benefits, and training. Also, employee life balance affects employee turnover. The effect of life balance appears in new generations than in previous generations. Accordingly, organizations must make manpower plans to avoid an increase in the workload and thus maintain a life balance for employees.

Some managers are not qualified to lead a team which is one of the reasons for employee turnover. The manager must have leadership qualities to be able to plan, control and lead the employees. The manager must motivate the employees to get the best performance from them. He must also be a good listener to their problems and find solutions for them.

The last factor of employee turnover according to the problem definition is the employee's lack of participation in the decision-making. The employee must be involved in the decision-making, even if in small decisions. The employee must feel that he has an influence in the decision-making within the organization because this provides his loyalty to the

organization and is one of the motives for him to continue in the organization.

### Environment

The economic factor is one of the external environments, which affect employee turnover due to the high inflation. The high inflation affects the value of salary, so increasing salary or more benefits as profit share will help. In addition, there are internal environment factors such as competitors which are one of the factors that affect employee turnover. The competitors in this field offer high salaries to hunt qualified employees, there 37% of employees can turnover as per the below stakeholder analysis related to high salaries and benefits such as health insurance for his family and transportation allowance.

The period for this study is 2011-2022 to understand the impact of factors on employee turnover. During this period in Egypt, the work environment was affected by several factors, including political and economic ones, for example. These factors had affected businesses.

A stakeholder analysis made during the period from 2011 to 2022, as per the stakeholders' data, the turnover factors are shown in the figure below as percentages, which were collected from the exit interviews with 48 employees during the last ten years.

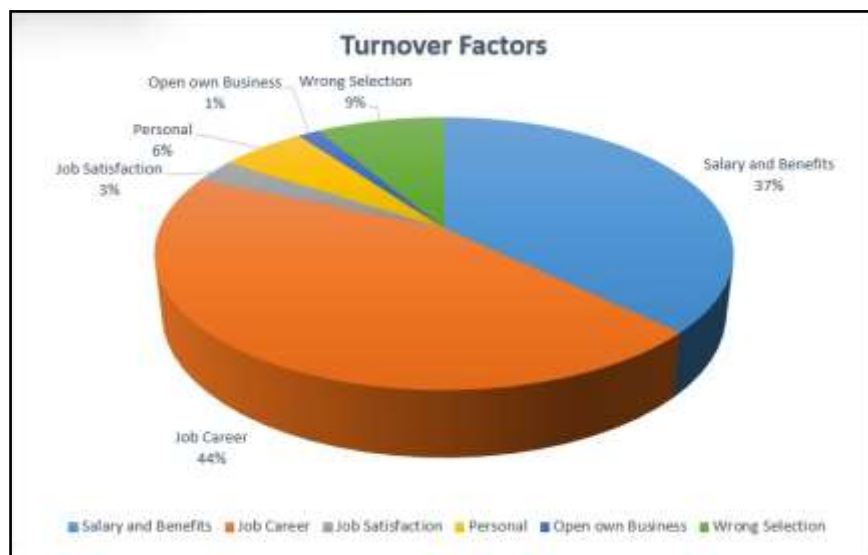


Figure 2. Stakeholder's data collection chart (Gamal, 2022)

### 3. Literature Review

Employee turnover in organizations over the last ten years has received wide attention among researchers. So, it has been paid to understand the factors of employee turnover. These factors are divided into four groups, demographic, work-related, economic/financial, organization and other factors.

#### Demographic Factors

The demographic factors are Age, Gender, Marital status, Education levels and Experience affects employee turnover (Al Mamun & Hasan, 2017). The female employee turnover rate is higher than male employees and it may be connected to women's duty that they need to give birth and take care of the family (Zhang, 2016). Also, older employees do not think about resigning compared to younger employees (Masenya, Ngoepe, & Jiyane, 2020). In addition, the effect of Marital status is a negative and statistically significant result, and Monetary is hypothesized to determine turnover, where the increase in salary causes lower turnover (Mulie & Sime, 2018).

According to Salah (2014) "Their results showed that for high-tenured individuals, positive affectivity had a much stronger moderator effect on job satisfaction and job search".

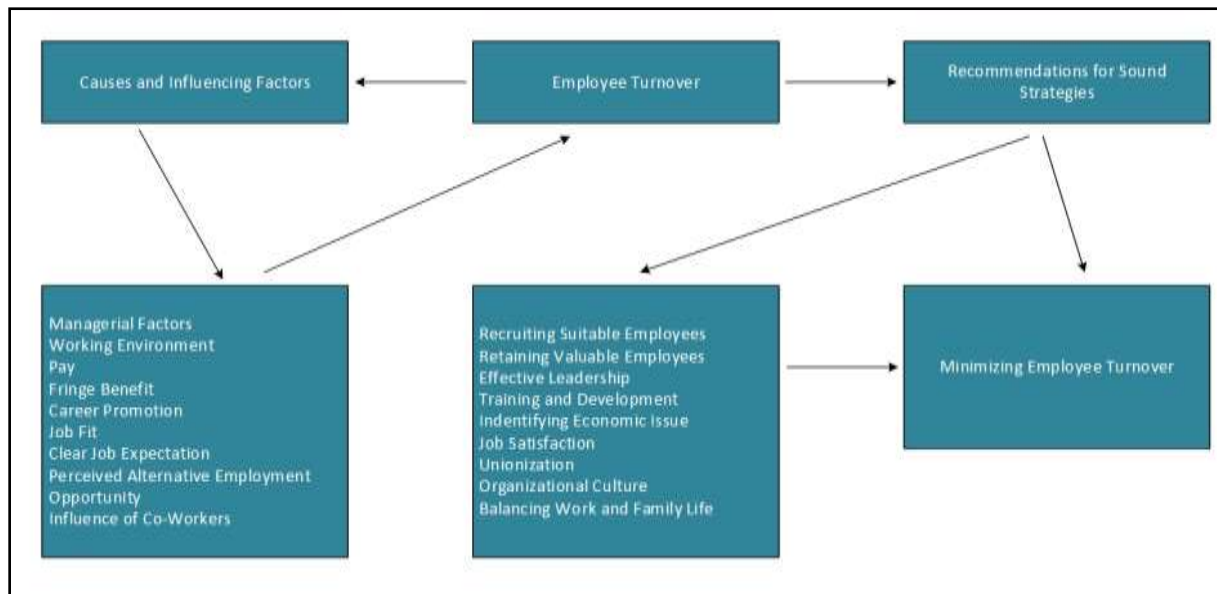


Figure 3. Conceptual Framework (Al Mamun & Hasan, 2017)

*Work-related Factors*

The work-related factors are job satisfaction, organization commitment and work environment. Low job satisfaction affects employee turnover (Al-Suraihi, Samikon, Al-Suraihi, & Ibrahim, 2021). Where employees want to feel satisfied with themselves and their work, and recognition of their efforts when they are doing their jobs well (Abbasi & Hollman, 2000). Also, found an inverse relationship between job satisfaction and turnover, and there is no relationship between personality, and job satisfaction or turnover (Dole & Schroeder, 2001). While according to (Shah, 2014) psychologically it affects the morale and job satisfaction of other workers left behind. In addition, based (Panigrahi & Rout, 2020) “there is a negative correlation between job satisfaction and employee turnover”. Also, job dissatisfaction force employee to search for available Job alternatives or opportunity, so, the organization should provide essential growth opportunities to keep employees satisfied and committed (Arshad & Puteh, Determinants of Turnover Intention among Employees, 2015).

Organizational commitment has three components, affective commitment which is the emotional relationship between employees and the organization, the second is continuance commitment which is the relation between employees and their organization based on their job security and normative commitment, which is related to returning the favours which the organization has given to employees (Masenya, Ngoepe, & Jiyane, 2020). According to (Hussain & Xian, 2019) Organizational commitment is the involvement of employees in the organization, and also employees’ feeling of psychological engagement with the organization.

An organization’s work environment is a reflex of the personality and philosophy of its managers, whereas a toxic workplace environment; Creates a positive work environment that enriches and

rewards employees, which they have an affinity with those around them, they are more likely to remain and actively participate in the activities of the organization. They are signs of a toxic workplace asking them to choose between work and life and treat employees as a factor of production, not assets (Abbasi & Hollman, 2000).

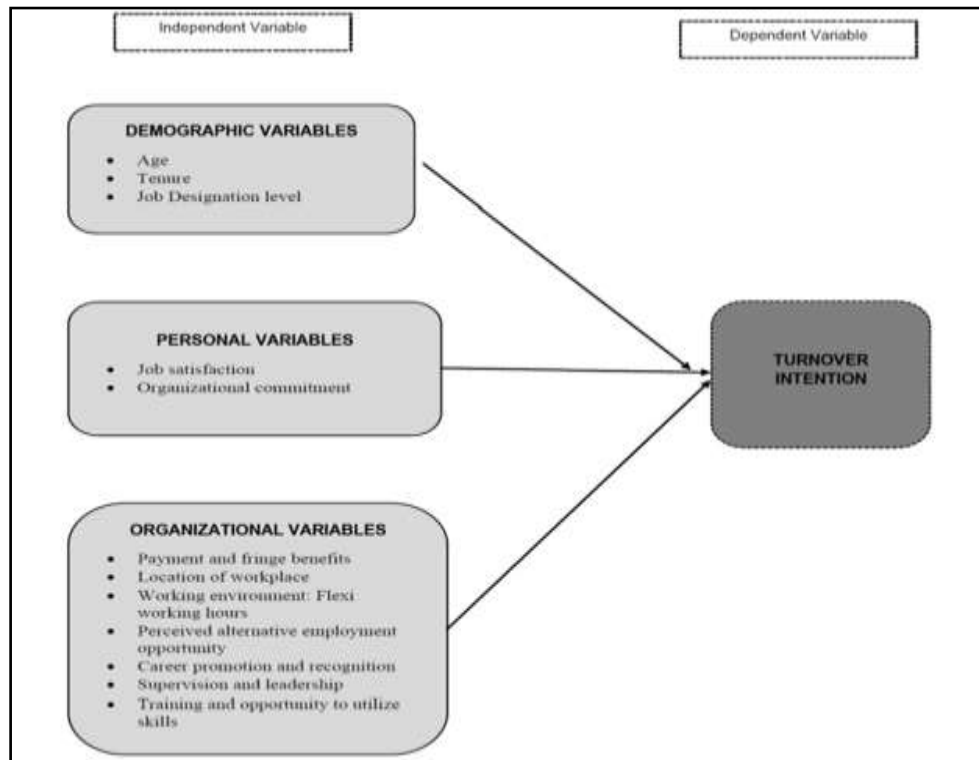


Figure 4. Conceptual Framework (Masenya, Ngoepe, & Jiyane, 2020)

#### *Economic/Financial Factors*

The economic/financial factor is one of the important factors that cause employee turnover, especially in the current period due to the impact of high inflation in the world, especially in Egypt. The economic factor contains salary, benefits and opportunities. Also, economic factors such as the cost of living and quality of life (Zhang, 2016).

According to (Mulie & Sime, 2018) the increase in salary causes lower turnover. also, equity of salary, performance evaluation and opportunities for promotion, Organizational reputation is the image of the organization, a good image attracts employees and makes employees proud to work in the organization (Hussain & Xian, 2019).

The salaries and benefits are from a competitive compensation system that should be attractive and proportional to employee performance to avoid turnover, and the organization should have a pay structure and consider other organizations' pay structures (Abbasi & Hollman, 2000). While (Hee & Ann, 2019) consider benefits to having a significant relation to employee turnover. In addition, salary and benefits are considered varied factors for motivation (Pradifa & Welly, 2014).

Economic factors; where Economic growth, low supply of organization employees, and high employment opportunities increase will lead to turnover (Al Mamun & Hasan, 2017). While job opportunities are considered from employee turnover factors, the organization should provide essential growth opportunities to prevent employees from searching for another job in the external market (Arshad & Puteh, Determinants of Turnover Intention among Employees, 2015).

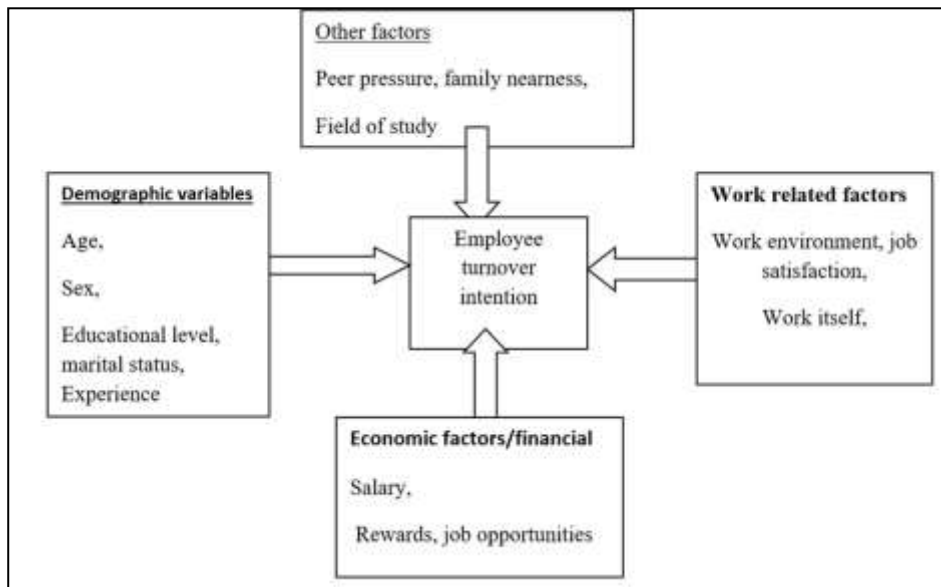


Figure 5. Conceptual Framework (Mulie & Sime, 2018)

Table 1. Meta-Analysis of Determinants of Turnover Intention (Arshad & Puteh, Determinants of Turnover Intention among Employees, 2015)

<i>Meta-Analysis of Determinants of Turnover Intention</i>	
<b>Author and Year</b>	<b>Determinants of Turnover Intention</b>
Kuotsai (1998)	<ul style="list-style-type: none"> <li>• Gender (female)</li> <li>• Job satisfaction</li> <li>• Job security</li> </ul>
Ucho <i>et al.</i> , (2012)	<ul style="list-style-type: none"> <li>• Job Satisfaction</li> </ul>
Macintosh and Doherty (2010)	<ul style="list-style-type: none"> <li>• Organizational Culture</li> </ul>
Shankar <i>et al.</i> , (1993)	<ul style="list-style-type: none"> <li>• Organizational Commitment</li> </ul>
Ali Shah <i>et al.</i> , (2010)	<ul style="list-style-type: none"> <li>• Push Factors (Controlled)</li> <li>• Pull Factors (Uncontrolled)</li> <li>• Personal Factors</li> </ul>
Albrecht and Andreetta (2011)	<ul style="list-style-type: none"> <li>• Empowering Leadership</li> <li>• Empowerment</li> <li>• Engagement</li> <li>• Affective Commitment</li> </ul>
Ramley Alan <i>et al.</i> , (2009)	<ul style="list-style-type: none"> <li>• Organizational Justice</li> <li>• Procedural Justice</li> <li>• Distributive Justice</li> </ul>
Jahangir (2006)	<ul style="list-style-type: none"> <li>• Procedural Justice</li> <li>• Job Satisfaction</li> <li>• Organizational Commitment</li> </ul>
Park and Kim (2009)	<ul style="list-style-type: none"> <li>• Job Satisfaction</li> <li>• Organizational Culture</li> </ul>

*Organization Factors*

The organizational variables that affect turnover are the location of the workplace, career promotion and recognition, supervision and relationship, training and improved skills (Masenya, Ngoepe, & Jiyane, 2020). While (Ongori, 2007) define organizational factors as loose communication, not participation in decision-making, performance evaluation and lack of motivation.

Training and learning factors that affect employee turnover, the organization should provide them to improve their skills (Al Mamun & Hasan, 2017). While (Al-Suraihi, Samikon, Al-Suraihi, & Ibrahim, 2021) said that organizations must know the needs of their employees to reduce turnover and that employee training is one of the retention strategies to reduce that should be applied in the organization. In addition, training is one of the satisfaction factors that affect employee satisfaction (Hee & Ann, 2019). According to (Ogony & Majola, 2018) when an organization invests in training and development, it results in a reduction in employee turnover, training and development are an investment that an organization makes in an employee, offering him/her new skills and better competencies, also training and development

motivate employees to make long-term commitments to their place of work.

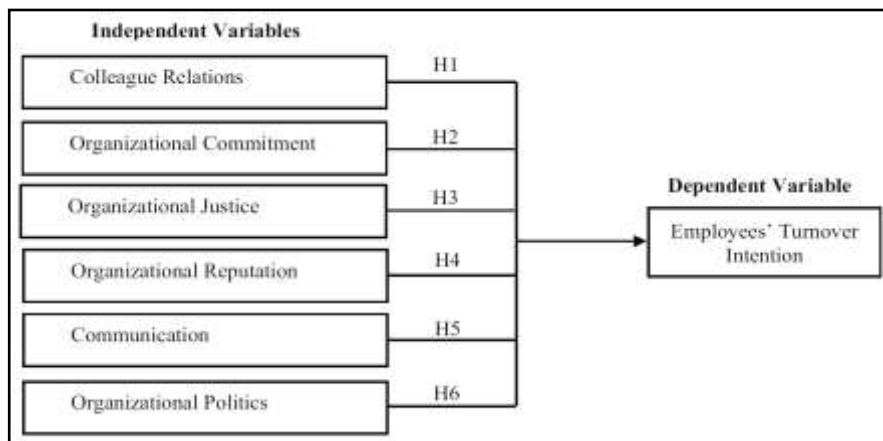


Figure 6. Conceptual Framework (Hussain & Xian, 2019)

Communication is the exchange of personal and non-personal information between employees inside the organization, the information exchange especially related to work helps the organization to solve any problem faced by it, organizational politics is the work behaviour of employees in the organization, and communication has negatively affected employee turnover (Hussain & Xian, 2019). In addition, the level of decision-making authority has an impact on employee turnover as a moderating variable (Dole & Schroeder, 2001). Also, career promotion is one of the cause and influence factors of employee turnover (Al Mamun & Hasan, 2017). When employees participate in decision-making, it results in increased productivity and work fulfilment and strengthens the relationship between employees and employers (Ogony & Majola, 2018).

While the ambiguity of performance evaluation and lack of motivation affects employee turnover (Ongori, 2007). Motivation factors are divided into two factors category, individual factors and organizational factors. “Individual factor includes needs, employee competencies, employee characteristics and goals. The organizational factor includes salary, supervisory, development, work safety and job clearance” (Pradifa & Welly, 2014).

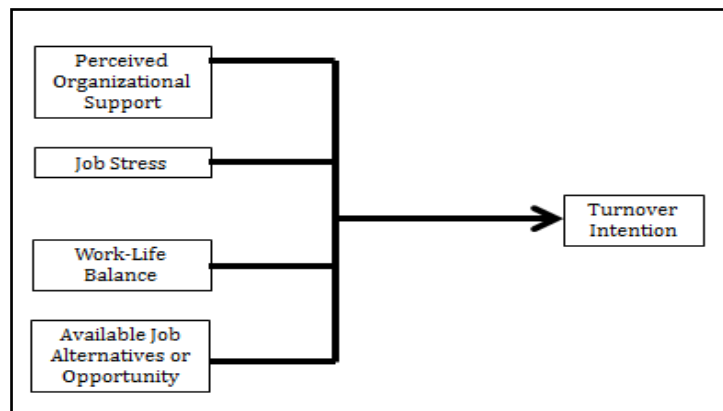


Figure 7. Proposed Research Model (Arshad & Puteh, Determinants of Turnover Intention among Employees, 2015)

*Other Factors*

Other factors affect the employee turnover as work stress, work-life balance, a field of study and family nearness.

Work stress is the pressure at the workplace when a specific task needs to be completed within the timeframe, the factors that cause work stress are role ambiguity, role conflict and role overload, where role ambiguity is the job description is not clear, role conflict is multiple roles occupied by a single individual, and finally, role overload is individual completes a massive amount of work, so the work stress is important factors that affect employee turnover (Hee & Ann, 2019). While Job Stress affects employee performance through turnover and absenteeism. It has positive and negative aspects which may cause either achievement or harmful effects (Arshad & Puteh, Determinants of Turnover Intention among Employees, 2015). when employees are stressed, they do not perform to the best of their abilities (Ogony & Majola, 2018).

Work-life balance is the individual understanding of the work and non-work activities but nowadays, work-life balance is important and should be studied, because Work-life balance reflects the equality of work and life part in an individual's daily life which impacts the organization, where the new generation is currently the main workforce, and their lifestyle does not focus only on work but they have other activities such as family gatherings, community activities, voluntary work, leisure holidays, personal development and relaxation to make their life more contented and livelier, therefore, work-life balance has a significant relation to employee turnover (Hee & Ann, 2019). In addition, Work-Life Balance affects the employees on managerial and non-managerial levels and leads to work-family conflicts (Arshad & Puteh, Determinants of Turnover Intention among Employees, 2015).

Nearness to families is negatively and statistically significantly, the study is explanatory variable hypothesized, and positively with statistically significantly (Mulie & Sime, 2018).

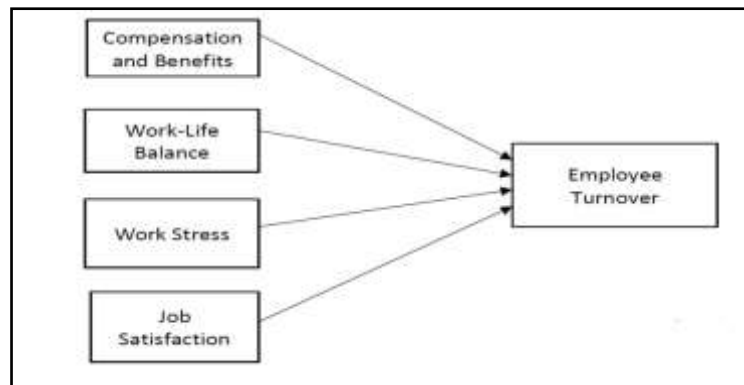


Figure 8. Proposed Theoretical Framework (Hee & Ann, 2019)

#### 4. Research Design

Based on problem definition and stakeholder analysis, the independent variables that affect employee turnover are missing organization goals, Future Job Career “job satisfaction”, Motivation, life/work balance, bad managers, involvement in decision-making, salary and benefits and loss of communication. Missing organization goals, the Organization’s goals should be clear and published for all employees at all levels of the organization. In case the goals change; should be announced and explained to all employees the reason for the change. Future Job Career “job satisfaction”, the Organization should have a hierarchy with a wide range to not have a hierarchy to get space for employees to have future job careers, and have an organic strategy to rotate employees in different departments inside the organization. Motivation, the Organization should have various styles of motivation to fit different employees’ characters and to inspire employees. Life/work balance, The Organization should consider the employee’s life/work balance by making an accurate manpower plan, and supporting working teams with manpower if needed. Managers, bad managers are one of the causes that make employee turnover, so organizations should select managers carefully and train them. Communication between management and employees, the organization should keep the communication channel between employees and top management open. The organization should have plans in the short and long term to keep their employees by adding new business, opening in different market locations and increasing profit to be able to expand. If this happens will affect the factors of employee turnover.

After examining the literature review, some independent variables have been combined as follows; organization goals, motivation, managers, involvement in decision-making, salary and benefits and loss of communication combined with Perceived Organizational Support. The proposed research model (Arshad & Puteh, Determinants of Turnover Intention among Employees, 2015) is the most common, where the factors that affect employee turnover are Work-Life Balance, Perceived Organizational Support, Job Stress and Available Job Alternatives or Opportunity as independent variables. Additional salary and benefits as moderate variables as shown in the Figure below added to the model to test the relation effect between organizational and salary and benefits.



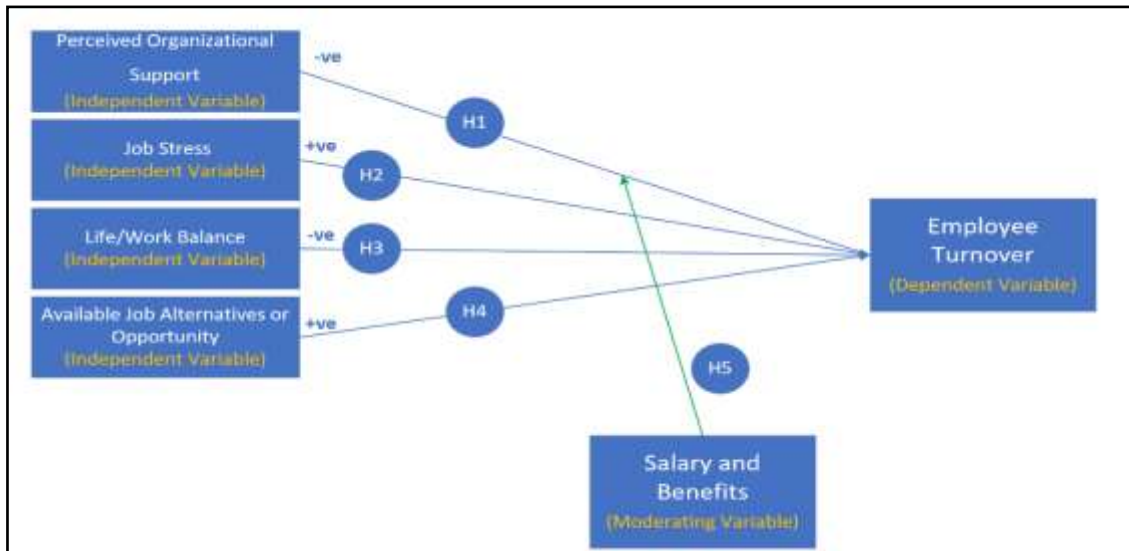
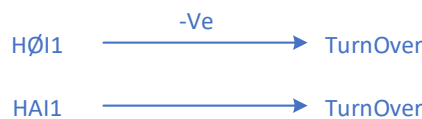


Figure 9. Research Theoretical Framework

**Research hypothesis**

Based on the Figure 10, the hypotheses for this research as follows:

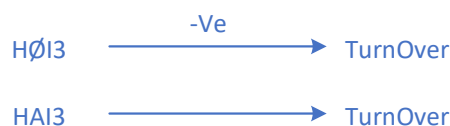
Perceived Organizational Support (H1) refers to employees’ understanding concerning the extent to which the organization values their contribution and cares about their luxury, it is the independent variable. As per the literature review Perceived, Organizational Support is negatively related to turnover, but in the problem definition, we test non-direction relation between organization support and turnover or not.



Job Stress (H2) affects employee performance through turnover and absenteeism, it is an independent variable. As per the literature review Job stress is positively related to turnover.



Work-Life Balance (H3) affects the employees on managerial and non-managerial levels, and leads to work-family conflicts, it is an independent variable. As per the literature review Job, Stress is negatively related to turnover, but in problem definition, we test non-direction relation between work-life balance and turnover or not.



Available Job Alternatives or Opportunity (H4), the employee searching for an alternative or new opportunity is due to dissatisfaction with their current employment situation so, the organization should provide essential growth opportunities to keep employees satisfied and committed, it is an independent variable. As per the literature review Job stress is positively related to turnover.



Salary and benefits (H5) are one of the factors of job satisfaction, it is added as moderating variable that has relation to the independent variable Perceived Organizational Support. This relation is positively related to organizational support.

The research design is descriptive with descriptive statics and correlation type of instrumentation to get the effect of

independent variables organizational support, job stress, work-life balance and job alternatives are positively or negatively with the amount. In addition, do the independent variables organizational support and work-life balance have non-directional relation or not? The independent variable will be controlled with a minimal level of variant. Also, the setting study is field/study with multi cross time horizon gets more than one time. The data will be collected via a structured questionnaire as shown in the questionnaire form below using the scale of measurement.

## 5. Research Methodology

### Research design

The research design chosen for this study is descriptive research, as it aims to describe and understand the relationship between variables that have already been identified in science and various models. While the relationship between these variables has been described, it is necessary to confirm the direction and amount of this relationship. To achieve this, the study will make use of descriptive statistics to summarize the data and correlational statistics to confirm the direction and amount of the relationship among the variables.

A survey research design is a structured questionnaire to achieve the purpose of this study. The questionnaire form covers dependent, independent, and moderating variables (Arshad & Puteh, Determinants of Turnover Intention A Survey) (Whitaker, 2018). The scale used to measure the questionnaire, the agreement statement is used Strongly Agree, Agree, Neither Disagree or Agree, Agree, and Strongly Agree.

Variable	Variable definition	Questions	Scale
Employee Turnover (Dependent Variable)	The rate at which employees leave a company	Q1: I have no plans to leave this organization. Q2: I am ready for a change and I need to seek another job. Q3: I am planning to leave this company as soon as possible. Q4: As soon as I can find a better Job, I will leave this organization. Q5: I am actively looking for a job at another organization. Q6: I am seriously thinking of quitting my job. Q7: I think I will be working for this organization 5 years from now.	Likert 1- Strongly Disagree 2- Disagree 3- Neither Disagree or Agree 4- Agree 5- Strongly Agree
Perceived Organizational Support (Independent Variable)	Perceived organizational support (POS) is defined as employees' perceptions of the extent to which their organization cares about their well-being and values their contributions (Eisenberger et al., 1986)	Q1: Management cares about my opinions. Q2: Management cares about my general satisfaction at work. Q3: Management really cares about my well-being. Q4: Management strongly considers my goals and values. Q5: Management shows very little concern for me. Q6: Even if I did the best job possible, management would fail to notice. Q7: Management takes pride in my accomplishments at work. Q8: Management is willing to extend itself in order to help me perform my job to the best of my ability. Q9: Help is available from management when I have a problem.	Likert 1- Strongly Disagree 2- Disagree 3- Neither Disagree or Agree 4- Agree 5- Strongly Agree
Job Stress (Independent Variable)	Job stress is the pressure at the workplace when a specific task needs to be completed within the timeframe (Hee & Ann, 2019).	Q1: I underestimate how long It takes to do things. Q2: I feel that there are too many deadlines in my work / life that are difficult to meet. Q3: My self-confidence / self-esteem is lower than I would like it to be. Q4: I frequently have guilty feelings if I relax and do nothing. Q5: I find myself thinking about problems even when I am supposed to be relaxing. Q6: I feel fatigued or tired even when I wake after an adequate sleep. Q7: I have a tendency to eat, talk, walk and drive quickly. Q8: I experience mood swings, difficulty making decisions, concentration and memory. Q9: I find fault and criticize others rather than praising, even if it is deserved. Q10: I am unable to perform tasks as well as I used	Likert 1- Strongly Disagree 2- Disagree 3- Neither Disagree or Agree 4- Agree 5- Strongly Agree

		to, my judgment is clouded or not as good as it was.	
Work-Life Balance (Independent Variable)	Work-life balance is the individual understanding of the work and non-work activities (Hee & Ann, 2019).	Q1: My current job does not interrupt my family life. Q2: The workload of my current job is reasonable. Q3: My jobs permit me to decide on my own how to go about doing the work. Q4: I find that I don't have time for many interests I hobbies outside of work. Q5: My organization cares about employee welfare. Q6: I am satisfied with the balance I have achieve between my work and life. Q7: Nowadays, I seem to enjoy every part of my life equally well.	Likert 1- Strongly Disagree 2- Disagree 3- Neither Disagree or Agree 4- Agree 5- Strongly Agree
Available Job Alternatives or Opportunity (Independent Variable)	Job alternative is defined as the perception of a person regarding the availability of external alternative jobs (Josephson, et al., 2008)	Q1: I sometimes consider changing jobs. Q2: I sometimes looking for work outside this company. Q3: I intend to change jobs in the next year. Q4: I intend to look for work outside this company next year.	Likert 1- Strongly Disagree 2- Disagree 3- Neither Disagree or Agree 4- Agree 5- Strongly Agree
Salary and benefits (Moderating Variable)	The reasonable salary and benefits to be paid by Subrecipient to Staff.	Q1: How comfortable is the work environment? Q2: How satisfied are you with the options for getting to and from work? Q3: How does the health insurance plan compare to other business organizations? Q4: How do you feel about the employee benefits? Q5: How would you rate our sick leave policies? Q6: How happy are you with our paid time off policy? Q7: How happy are you with your salary?	Likert 1 1- Very Good 2- Good 3- Neither Very Good or Good 4- Bad 5- Very Bad Likert 2 1- Strongly Dissatisfied 2- Dissatisfied 3- Neither Strongly Dissatisfied or Dissatisfied 4- Satisfied 5- Strongly Satisfied
Demographic of Respondents		Q1: Gender. Q2: Age. Q3: Your Organization Name. (Not Required) Q4: Organization Sector Type Q5: Experience Period. Q6: Your Tenure in current Organization. Q7: Your salary range. (Not Required)	Nominal <b>Dichotomous</b>

*Population and Sample size*

Population size and sample size are two important concepts in statistical analysis. In this study, the population size is 100, which refers to the total number of individuals who are being studied. The sample size, on the other hand, is 62, which is the number of individuals who responded to the questionnaire on Google Drive. The sample size is a subset of the population and is used to make inferences about the entire population.

Out of the initial 62 respondents who took part in the survey, 58 of them completed all the questions, including both the required and non-required ones. However, only five respondents completed the required questions. This means that the completion rate for the required questions is 100% of the initial number of respondents.

In this study, a confidence level of 95% is specified, which means that if the same survey were to be conducted multiple times, we would expect to obtain the same results 95% of the time. The margin of error is also specified at 8%, which indicates the maximum amount of error that we would allow in our estimate of the population parameter.

Table 2. Gender Frequency Table

*Q1 - Gender*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	43	69.4	69.4	69.4
	Female	19	30.6	30.6	100.0
	Total	62	100.0	100.0	

Based on the gender frequency table obtained from the questionnaire, it can be concluded that a total of 62 respondents participated. The analysis of the gender distribution indicates that 69.4% of the respondents were male, while 30.6% were female. This data suggests a clear gender imbalance in the respondents, with a significantly higher percentage of male participants.

Table 3. Age Frequency Table

<i>Q2 - Age</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 30 Years	14	22.6	22.6	22.6
	31 - 40 Years	25	40.3	40.3	62.9
	41 - 50 Years	20	32.3	32.3	95.2
	51 - 60 Years	3	4.8	4.8	100.0
	Total	62	100.0	100.0	

Based on the age frequency table obtained from the questionnaire, it can be concluded that a total of 62 respondents participated. The data indicates that the majority of the participants fell within the age range of 31-40 years, with a percentage of 40.3. This was followed by the age range of 41-50 years with a percentage of 32.3 and 21-30 years with a percentage of 22.6. The age range of 51-60 years had the smallest percentage of respondents, at 4.8%. These statistics suggest that the questionnaire was most effective in capturing the opinions and experiences of individuals between the ages of 31-50.

Table 4. Experience Period Frequency Table

<i>Q5 - Your Experience Period</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less 3 Years	9	14.5	14.5	14.5
	3 - 5 Years	4	6.5	6.5	21.0
	6 - 10 Years	10	16.1	16.1	37.1
	11 - 15 Years	11	17.7	17.7	54.8
	16 - 20 Years	18	29.0	29.0	83.9
	Over 20 Years	10	16.1	16.1	100.0
	Total	62	100.0	100.0	

Based on the experience period frequency table obtained from the questionnaire, it can be concluded that a total of 62 respondents participated. The data indicates that the majority of the participants had experience periods between 11-20 years, with a combined percentage of 46.7. The experience period range of 6-10 years was the next most common, with a percentage of 16.1. The percentage of respondents with experience periods of less than 3 years and 3-5 years were relatively low, at 14.5% and 6.5%, respectively. The experience period range of over 20 years also had a percentage of 16.1.

Table 5. Tenure in Current Organization Frequency Table

<i>Q6 - Your Tenure in current Organization</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less 1 Year	12	19.4	19.4	19.4
	1 - 5 Years	20	32.3	32.3	51.6
	6 - 10 Years	11	17.7	17.7	69.4
	10 - 15 Years	8	12.9	12.9	82.3
	Over 15 Years	11	17.7	17.7	100.0
	Total	62	100.0	100.0	

Based on the Tenure in the current Organization frequency table obtained from the questionnaire, it can be concluded that a total of 62 respondents participated. The data indicates that the majority of the participants had tenure periods of 1-5 years in their current organization, with a percentage of 32.2. The tenure period range of less than 1 year was the next most common, with a percentage of 19.4. The percentage of respondents with tenure periods between 6-10 years and over 15 years were both 17.7%. The tenure period range of 10-15 years had the lowest percentage of respondents, at 12.9%.

#### Data analysis

Quantitative data analysis performed on the sample data collected through an online survey, using SPSS software.

Conducted reliability analysis using Cronbach's alpha, correlation analysis to determine the strength of the relationship between employee turnover and four independent variables, and a simple linear regression test to assess the extent of the linear relationship between employee turnover and the four independent variables. Also used multiple regression with Stepwise Analysis to examine the dependency between entrepreneurial success and the four independent variables and to test the model fit. Finally, conducted a moderating test to evaluate the impact of one moderating variable, "Perceived Organizational Support," on the relationship between employee turnover and the independent variables.

**6. Results**

*Validity & Reliability Analysis*

During the preliminary analysis, evaluated the internal consistency of the research instrument, and all of the instrument scales were found to be reliable. To estimate the internal consistency of the variables, Cronbach's alpha calculated, which is a reliability score commonly used in research (Nunnally, 1978). A Cronbach's alpha of .70 or higher indicates acceptable reliability. The internal consistency reliability scores for the scales of Turnover (7 items), Perceived Organizational Support (9 items), Job Stress (10 items), Work-Life Balance (7 items), Available Job Alternatives (4 items), and Salary and Benefits (7 items) were .922, .907, .776, .810, .924, and .756, respectively.

*Normality Test*

The collected data subjected to a normality test by using the Shapiro-Wilk test, as recommended by Uma Sekaran (Sekaran, 2003), to determine whether it followed a normal distribution. The table shows that the significance levels for Turnover, Job Stress, Work-Life Balance, and Salary and Benefits were ( $p > .05$ ), indicating that these variables were normally distributed. However, Perceived Organizational Support and Alternative Available Job Alternatives had significance levels of ( $p < .05$ ), indicating that they were not normally distributed within the sample. The central limit theorem proposes that for large samples (over 30 or 40), the sample means can be considered normally distributed, regardless of the distribution of the population (Field, 2009); (Ghasemi & Zahediasl, 2012)). Thus, the conclusion that parametric tests, such as correlation and regression analysis, could be used for statistical testing of the collected data.

Table 6. Normality Test

	Shapiro-Wilk		
	Statistic	df	Sig.
Employee Turnover	.964	62	.067
Perceived Organizational Support	.942	62	.006
Job Stress	.986	62	.717
Work-Life Balance	.978	62	.347
Alternative Available Job	.959	62	.037
Salary and Benefits	.974	62	.209

*Correlation Test*

Table 7. Correlation of the dependent variable (Employee Turnover) with the independent variables

		Employee Turnover	Perceived Organizational Support	Job Stress	Work-Life Balance	Alternative Available Job	Salary and Benefits
Employee Turnover	Pearson Correlation	1	-.645**	.380**	-.398**	.844**	-.444**
	Sig. (2-tailed)		0.000	0.002	0.001	0.000	0.000
	N	62	62	62	62	62	62
Perceived Organizational Support	Pearson Correlation	-.645**	1	-.440**	.340**	-.521**	.634**
	Sig. (2-tailed)	0.000		0.000	0.007	0.000	0.000
	N	62	62	62	62	62	62
Job Stress	Pearson Correlation	.380**	-.440**	1	-.468**	.276*	-.415**
	Sig. (2-tailed)	0.002	0.000		0.000	0.030	0.001
	N	62	62	62	62	62	62
Work-Life Balance	Pearson Correlation	-.398**	.340**	-.468**	1	-.360**	.528**
	Sig. (2-tailed)	0.001	0.007	0.000		0.004	0.000
	N	62	62	62	62	62	62
Alternative	Pearson	.844**	-.521**	.276*	-.360**	1	-.380**

Available Job	Correlation					
	Sig. (2-tailed)	0.000	0.000	0.030	0.004	0.002
	N	62	62	62	62	62
Salary and Benefits	Pearson Correlation	-.444**	.634**	-.415**	.528**	-.380**
	Sig. (2-tailed)	0.000	0.000	0.001	0.000	0.002
	N	62	62	62	62	62

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

The Table 7. Correlation of the dependent variable (Employee Turnover) with the independent variables above displays the results indicating significant correlations between Employee Turnover and various factors in the sample:

There is a strong negative correlation ( $r = -.645, p < .000$ ) between Employee Turnover and Perceived Organizational Support, indicating that higher Employee Turnover is associated with higher levels of Perceived Organizational Support in this sample. A medium positive correlation ( $r = .380, p < .000$ ) was found between Employee Turnover and Job Stress, suggesting that higher levels of Employee Turnover are associated with higher levels of Job Stress. There is a medium negative correlation ( $r = -.398, p < .000$ ) between Employee Turnover and Work-Life Balance, meaning that higher Employee Turnover is associated with higher levels of Work-Life Balance in this sample. A strong positive correlation ( $r = .844, p < .000$ ) was observed between Employee Turnover and Alternative Available Job, indicating that higher Employee Turnover is associated with higher levels of Alternative Available Job in this sample. Finally, a medium negative correlation ( $r = -.444, p < .000$ ) was found between Employee Turnover and Salary and Benefits, indicating that higher Employee Turnover is associated with higher levels of Salary and Benefits in this sample.

*Simple Linear Regression Test*

Table 8. Regression Analysis between Perceived Organization Support and Employee Turnover

Employee Turnover	B	SE B	Beta	t	Sig.
Constant	6.647	0.599		11.095	0.000
Perceived Organizational Support	-1.236	0.189	-0.645	-6.536	0.000

N= 62, R=0.645, R<sup>2</sup>=0.416, F=42.723, p < .001

In order to evaluate the impact of Perceived Organizational Support (predictor variable) on Employee Turnover (outcome variable), a simple linear regression test is performed. According to the results in Table 8. Regression Analysis between Perceived Organization Support and Employee Turnover the regression equation is significant ( $F(1, 60) = 42.723, p < .001$ ), with an R<sup>2</sup>value of 0.416. In addition, the unstandardized regression coefficient ( $B = -1.236, p < .001$ ) suggests that an increase of one unit in Perceived Organizational Support results in a decrease of 1.236 units in Employee Turnover, when all other variables are held constant.

Table 9. Regression Analysis between Job Stress and Employee Turnover

Employee Turnover	B	SE B	Beta	t	Sig.
Constant	0.678	0.676		1.003	0.320
Job Stress	0.713	0.224	0.380	3.180	0.002

N= 62, R=0.380, R<sup>2</sup>=0.144, F=10.110, p < .001

In order to evaluate the impact of Job Stress (predictor variable) on Employee Turnover (outcome variable), a simple linear regression test is performed. According to the results in Table 9. Regression Analysis between Job Stress and Employee Turnover the regression equation ( $F(1, 60) = 10.110, p < .001$ ), with an R<sup>2</sup>value of 0.144. In addition, the unstandardized regression coefficient ( $B = 0.713, p < .001$ ), which suggests that a one-unit increase in Job Stress results in a 0.713 unit increase in Employee Turnover, when all other variables are held constant.

Table 10. Regression Analysis between Work-Life Balance and Employee Turnover

Employee Turnover	B	SE B	Beta	t	Sig.
Constant	4.304	0.467		9.207	0.000
Work-Life Balance	-0.526	0.156	-0.398	-3.359	0.001

N= 62, R=0.398, R<sup>2</sup>=0.158, F=11.284, p < .001

In order to evaluate the impact of Work-Life Balance (predictor variable) on Employee Turnover (outcome variable), a simple linear regression test is performed. According to the results Table 10. Regression Analysis between Work-Life Balance and Employee Turnover the regression equation ( $F(1, 60) = 11.284, p < .001$ ), with an R<sup>2</sup>value of 0.197. In addition, the unstandardized regression coefficient ( $B = -0.526, p < .001$ ), which suggests that a one-unit increase in Work-Life Balance in a decrease of 0.526 units in Employee Turnover, when all other variables are held constant.

Table 11. Regression Analysis between Alternative Available Job and Employee Turnover

Employee Turnover	B	SE B	Beta	t	Sig.
Constant	0.286	0.218		1.309	0.195
Alternative Available Job	0.818	0.067	0.844	12.178	0.000

N= 62, R=0.844, R<sup>2</sup>=0.712, F=148.297, p < .001

In order to evaluate the impact of Alternative Available Job (predictor variable) on Employee Turnover (outcome variable), a simple linear regression test is performed. According to the results in Table 11. Regression Analysis between Alternative Available Job and Employee Turnover the regression equation (F (1, 60) = 148.297, p < .001), with an R<sup>2</sup> value of 0.712. In addition, the unstandardized regression coefficient (B = 0.818, p < .001), which suggests that a one-unit increase in Alternative Available Job results in a 0.818 unit increase in Employee Turnover, when all other variables are held constant.

*Multiple Regression Test*

The SPSS software utilized to conduct a stepwise multiple regression analysis on the theoretical model, aiming to evaluate the impact of all independent variables collectively on the dependent variable (Employee Turnover) and determine the most effective predictors in the model. The stepwise multiple regression method starts by identifying the best predictor of the dependent variable and progressively introducing other independent variables to the regression model to determine their additional explanatory power (Hair, Black, Babin, & Anderson, 2010). If a variable becomes insignificant, it may be eliminated from the model. To assess the fit of the overall model in this study and the extent to which it explains behavioral intention variance, the stepwise multiple regression test was combined with an analysis of variance (ANOVA) test (Hair, Black, Babin, & Anderson, 2010).

Table 12 - Variables Entered/Removed

Variables Entered/Removed <sup>a</sup>						
Model	Variables Entered	Variables Removed	Method			
1	Alternative Available Job		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).			
2	Perceived Organizational Support		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).			

a. Dependent Variable: Employee Turnover

Table 12 - Variables Entered/Removed presents the variables entered and removed in two-stepwise regression models conducted to examine the relationship between alternative available job, perceived organizational support, and employee turnover. The first model includes alternative available job as the only predictor, while the second model adds perceived organizational support as an additional predictor. The method used for both models was stepwise regression, with criteria for variables to be entered or removed set at a probability-of-F-to-enter of <= .050 and a probability-of-F-to-remove of >= .100. The dependent variable for both models is employee turnover. The results suggest that both alternative available job and perceived organizational support are significant predictors of employee turnover, as they were both entered into the final model.

Table 13. Model Summary

Model Summary <sup>c</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.844 <sup>a</sup>	0.712	0.707	0.57354	0.712	148.297	1	60	0.000	
2	.877 <sup>b</sup>	0.770	0.762	0.51692	0.058	14.864	1	59	0.000	1.486

a. Predictors: (Constant), Alternative Available Job.

b. Predictors: (Constant), Alternative Available Job, Perceived Organizational Support.

c. Dependent Variable: Employee Turnover.

Table 14. ANOVA

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.782	1	48.782	148.297	.000 <sup>b</sup>
	Residual	19.737	60	0.329		
	Total	68.519	61			
2	Regression	52.754	2	26.377	98.714	.000 <sup>c</sup>
	Residual	15.765	59	0.267		
	Total	68.519	61			

a. Dependent Variable: Employee Turnover.

b. Predictors: (Constant), Alternative Available Job.

c. Predictors: (Constant), Alternative Available Job, Perceived Organizational Support.

Table 13. Model Summary and Table 14. ANOVA present two models for predicting Turnover. The first model involves a single independent variable, Alternative Available Job. Both tables indicate a statistically significant regression relationship between Alternative Available Job and Employee Turnover ( $F(1,60) = (148.297, p < .001)$ ), with an adjusted  $R^2$  of 0.707. This means that Alternative Available Job can explain 70.7% of the variance in Employee Turnover. In the second model, Perceived Organizational Support was added as an independent variable, which increased the adjusted  $R^2$  by 0.058, resulting in a total  $R^2$  of 0.762. This implies that Alternative Available Job and Perceived Organizational Support can explain 76.2% of the variance in Employee Turnover.

Table 15. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.286	0.218		1.309	0.195		
	Alternative Available Job	0.818	0.067	0.844	12.178	0.000	1.000	1.000
2	(Constant)	2.408	0.585		4.119	0.000		
	Alternative Available Job	0.676	0.071	0.697	9.528	0.000	0.729	1.372
	Perceived Organizational Support	-0.541	0.140	-0.282	-3.855	0.000	0.729	1.372

a. Dependent Variable: Employee Turnover.

In Model 1, as shown in Table 15. Coefficients, Alternative Available Job has a statistically significant regression coefficient ( $B = 0.818, p < .001$ ), indicating that if all other variables are held constant, a one-unit increase in Alternative Available Job leads to a 0.818-unit increase in behavioral intention.

In Model 2, Alternative Available Job has a statistically significant regression coefficient ( $B = 0.676, p < .001$ ), indicating that if all other variables are held constant, a one-unit increase in Alternative Available Job leads to a 0.676-unit increase in Employee Turnover. Additionally, Perceived Organizational Support has a statistically significant regression coefficient ( $B = -0.541, p < .001$ ), implying that if all other variables are held constant, a one-unit increase in Perceived Organizational Support results in a -0.541-unit decrease in Employee Turnover.

Table 16. Excluded Variables

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	Perceived Organizational Support	-.282 <sup>b</sup>	-3.855	0.000	-0.449	0.729	1.372	0.729
	Job Stress	.159 <sup>b</sup>	2.284	0.026	0.285	0.924	1.082	0.924
	Work-Life Balance	-.109 <sup>b</sup>	-1.476	0.145	-0.189	0.871	1.148	0.871
2	Job Stress	.079 <sup>c</sup>	1.139	0.260	0.148	0.804	1.244	0.634
	Work-Life Balance	-.061 <sup>c</sup>	-0.898	0.373	-0.117	0.839	1.192	0.691

a. Dependent Variable: Employee Turnover.

b. Predictors in the Model: (Constant), Alternative Available Job.

c. Predictors in the Model: (Constant), Alternative Available Job, Perceived Organizational Support.

Table 15. Coefficients and Table 16. Excluded Variables indicate that the variance inflation factor (VIF) for all independent variables is below the suggested cutoff of 5, as recommended by Hair et al. (2010). Thus, the assumption of multicollinearity is rejected in this study. As presented in Table 16. Excluded Variables, the excluded variables did not display any statistical significance in the model, despite demonstrating statistical significance when utilizing simple linear regression. This finding suggests that the excluded variables were unable to compete with Alternative Available Job and Perceived Organizational Support in the regression model. Therefore, Alternative Available Job and Perceived Organizational Support were considered the strongest predictors in this theoretical model, with Alternative Available Job being the most robust predictor.

*Moderating Test*

To investigate the hypothesis that Gender moderates the relationship between Intention the dependent variable and independent variable, a hierarchical multiple regression analysis was conducted. The analysis utilized the PROCESS version 3.4 macros plugin for SPSS software, which was developed by Andrew Hayes in 2013 for measuring path analysis through mediation and moderation effects in a model. This tool can determine the interaction between



moderating and independent variables on the dependent variable in moderation models (Hayes, Montoya, & Rockwood, 2017).

The interaction between Perceived Organizational Support and Salary and Salary and Benefits to Employee Turnover  
*Outcome variable*

The statistical analysis revealed that the interaction between Perceived Organizational Support and Salary and Benefits as a moderating variable was not significant [B= -.7046, 95% CI (-1.2428, -.1665),  $p < 0.05$ ]. The p-value of less than 0.05 indicates that the relationship between Perceived Organizational Support and Employee Turnover is moderated by Salary and Benefit, thereby supporting Hypothesis H5.

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.6925	.4796	.6148	17.8189	3.0000	58.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	-.2176	2.7176	-.0801	.9365	-5.6574	5.2222	
POS	1.0878	.8909	1.2210	.2270	-.6955	2.8710	
Benefit	2.1297	.8704	2.4469	.0175	.3874	3.8719	
Int_1	-.7046	.2688	-2.6209	.0112	-1.2428	-.1665	
Product terms key:							
Int 1	:	POS	x	Benefit			
Test(s) of highest order unconditional interaction(s):							
	R2-chng	F	df1	df2	p		
X*W	.0616	6.8694	1.0000	58.0000	.0112		

Figure 10. The interaction between Perceived Organizational Support and Salary and Benefits to Employee Turnover

## 7. Finding and Discussion

Based on the theoretical framework used from Arshad and Puteh (2015), this research paper has examined the factors that contribute to employee turnover, with a particular focus on work-life balance, perceived organizational support, job stress, and available job alternatives, using Linear Regression analysis. The results showed that all the independent variables had significant effects on employee turnover.

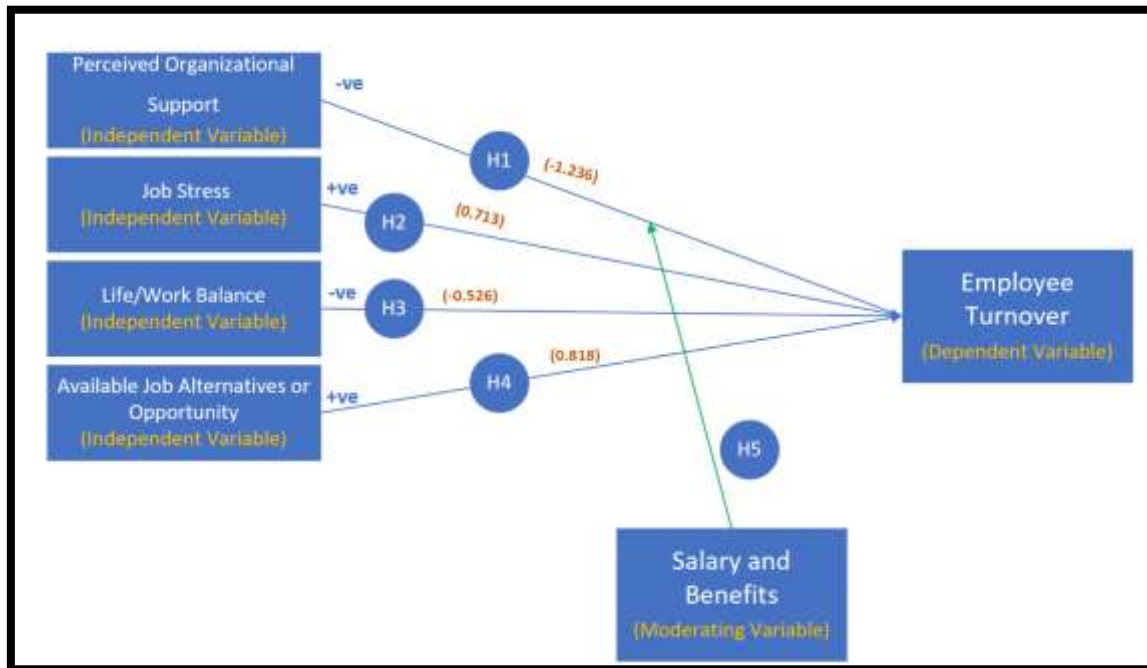


Figure 11. Research Theoretical framework after Quantitative Analysis

The findings of this study suggest that an increase of one unit in Perceived Organizational Support results in a decrease of 1.236 units in Employee Turnover when all other variables are held constant. This is consistent with previous research that has found a negative relationship between perceived organizational support and employee turnover (Arshad & Puteh, Determinants of Turnover Intention among Employees, 2015).

In addition, the study found that a one-unit increase in Job Stress results in a 0.713 unit increase in Employee Turnover when all other variables are held constant. This finding is consistent with previous research that has found a positive relationship between job stress and turnover intention (Arshad & Puteh, Determinants of Turnover Intention A Survey).

Furthermore, the study suggests that a one unit increase in Work-Life Balance results in a decrease of 0.526 units in Employee Turnover when all other variables are held constant. This is consistent with previous research that has found a negative relationship between work-life balance and turnover intention (Arshad & Puteh, Determinants of Turnover Intention among Employees, 2015).

Lastly, the study found that a one-unit increase in Alternative Available Jobs results in a 0.818 unit increase in Employee Turnover when all other variables are held constant. This means that when employees perceive that there are more job alternatives available to them, they are more likely to leave their current job. This finding is consistent with previous research that has found a positive relationship between available job alternatives and turnover (Arshad & Puteh, Determinants of Turnover Intention among Employees, 2015).

The additional regression test results showed that Alternative Available Jobs can explain 70.7% of the variance in Employee Turnover. This implies that Alternative Available Jobs and Perceived Organizational Support can explain 76.2% of the variance in Employee Turnover, highlighting the importance of these two factors in mitigating employee turnover.

Finally, a moderating test results the p-value of less than 0.05 indicates that the relationship between Perceived Organizational Support and Employee Turnover is moderated by Salary and Benefit.

## 8. Conclusion

This study has identified several key factors that contribute to employee turnover, including perceived organizational support, job stress, work-life balance, and available job alternatives. The results suggest that organizations can reduce employee turnover by improving perceived organizational support and work-life balance while also minimizing job stress. These findings have important implications for HR management in developing effective retention strategies to retain valuable employees and improve organizational performance.

The study also found that available job alternatives had a significant impact on employee turnover, indicating the importance of providing employees with career growth opportunities. This suggests that organizations should consider implementing career development programs and providing opportunities for internal promotions to retain employees. The

findings also showed that Alternative Available Jobs and Perceived Organizational Support can explain a significant amount of variance in employee turnover, highlighting the importance of addressing these factors to mitigate employee turnover.

Additionally, the study found a moderating effect of salary and benefits on the relationship between perceived organizational support and employee turnover. This suggests that organizations should also consider compensation packages when designing retention strategies. Offering competitive salaries and benefits can improve employee satisfaction and increase loyalty to the organization.

In conclusion, the findings of this study have practical implications for HR management in developing effective retention strategies to retain valuable employees and improve organizational performance. Improving perceived organizational support, work-life balance, and career development opportunities while minimizing job stress can lead to reduced employee turnover. Furthermore, organizations should consider offering competitive compensation packages to enhance employee retention. Overall, the results of this study can guide HR management in developing and implementing effective retention strategies to address employee turnover and improve organizational outcomes.

## 9. Recommendations

Based on the findings of this study, the following recommendations can be made to help reduce employee turnover:

1. **Improve Perceived Organizational Support:** Organizations should focus on improving the perception of support that employees receive from the organization. This can be done by providing employees with more opportunities for career development, regular feedback, and recognition of their contributions.
2. **Reduce Job Stress:** Organizations should take steps to reduce job stress for employees. This can include implementing stress management programs, providing resources for employees to cope with stress, and improving work processes to make them more efficient.
3. **Promote Work-Life Balance:** Organizations should encourage work-life balance for employees. This can be achieved by implementing flexible work arrangements, providing time off for personal activities, and promoting a culture that values work-life balance.
4. **Provide Competitive Salary and Benefits:** Organizations should provide competitive salary and benefits packages to employees. This can help to attract and retain talented employees, and reduce the perceived need for employees to seek alternative job options.
5. **Monitor Available Job Alternatives:** Organizations should regularly monitor the availability of alternative job options in the industry. By staying informed on job market trends, organizations can make proactive changes to retain their employees and reduce turnover.

Overall, it is important for organizations to prioritize employee retention by focusing on factors such as organizational support, job stress, work-life balance, salary and benefits, and job market trends. By taking these steps, organizations can create a positive work environment that fosters employee satisfaction and reduces turnover.

## 10. Further Research

Further research is needed to re-study and evaluate the significance of each of the four factors: Alternative Available Job, Job Stress, Perceived Organizational Support, and Work-Life Balance, in relation to employee turnover in the specific context of the economic situation in Egypt. Additionally, it is important to examine whether salary and benefits moderate the effects of these factors on turnover rates or if they only moderate the effect of perceived organizational support. This information can assist HR management and firm management in developing effective strategies to reduce employee turnover rates.

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