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ABSTRACT

This is one of the few studies on human resource management in higher education institutions, not only in the Republic of Kazakhstan, but on a global scale as well. One of the most important objectives for many organizations is to attract, hire, and retain highly qualified personnel. Considering the scarcity of employees in the labor market of the country, whose universities rely on their teaching staff as their primary source of human capital, the retention of personnel is a top priority. Using one of the Kazakh universities as a case analysis, the purpose of this research is to identify the most important factors influencing an employee's intention to leave. In order to accomplish this, the six main factors of an employee's intention to leave are analyzed in-depth: employees' perception of support, employees' perception of commitment, employees' perception of complexity, job engagement, job satisfaction, and the availability of alternative job opportunities. The results of the study can be used to reduce the percentage of layoffs and maintain a qualified staff at the university, as well as serve as a model for other universities in the Republic of Kazakhstan.

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ABBREVIATIONS

1. SDU Suleyman Demirel University
2. HR Human resources
3. KMO Model Kaiser-Meyer-Olkin Model
4. SPSS Statistical Package for the Social Sciences

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INTRODUCTION

Qualified personnel is currently considered one of the most key and important assets in the labor market. When an company employs acceptable measures to retain personnel, it is seen as highly regarded (Pepe, 2010). Numerous variables influence employee job satisfaction, including compensation, advancement, security, working conditions, company location, and relationships with coworkers, among many others. Organizations prioritize employee job satisfaction because it provides many good outcomes, including improved work performance, less absenteeism, increased employee engagement, decreased labor-management conflict, decreased accident propensity, and fewer health issues (Huang, et al., 2017). An employee has a positive attitude toward work when his or her degree of satisfaction is high; conversely, an employee exhibits a negative attitude toward work when his or her level of satisfaction is low (Haji&Haji, 2007). Numerous organizations see employee retention as a profitable investment owing to the high cost of hiring new personnel. The strategic significance of employees compels organization leaders to take all feasible measures to retain specialists and qualified employees, examining a variety of factors related to their job gratification and striving to provide the best working conditions (Longo&Mura, 2007; Hughes&Rog, 2008).

In a number of business sectors, job turnover has been a major concern. The high staff turnover rate has negative effects on the organization, beginning with a decrease in efficiency and production and extending to an impact on overall performance as a result of transferring the company's resources to new workers (Brown&Mitchell, 1993; Simmons, 2008). The retention of talented employees and the reduction of employee turnover are key challenges for human resource management in a range of organizations; therefore, the study of the employee's behavioral intent to leave is still crucial.

2 REVIEW OF LITERATURE

According to researchers, the turnover intent is a major problem for many companies (Shah&Beh, 2016; Thakur&Bhatnagar, 2017; Omar et al., 2018; Aburumman et al., 2020). The intention to leave the organization is influenced by many different factors concerning the employee or external circumstances; an employee can change his place of employment when he can quickly replace it with another job or when he has other opportunities, but in any case, employees who have decided to quit on their own or at the organization's choice create problems for the organization, because the company loses its resources in training and hiring of such employees (Xu et al., 2018). A person's intention is his or her resolve to act and the amount of work he or she is willing to exert to carry out an activity (Abraham&Sheeran, 2003). The future cognitive, intentional and conscious choice of an employee to willingly leave the organization is his intention to leave the organization (Mowday, Porter &Steers, 1982). Most of the studies related to the identification of the intention to leave the organization are based on the ideas of Eisen and Fishbein (Eisen, 2011; Fishbein and Eisen, 1975). Modules et al. (1982) proposed a model in which intention is the last cognitive factor before a person's final decision to leave and actual departure.

In previous research, the intention to leave a company was defined as a performance expectancy that results from a variety of circumstances, including company procedures, labor force characteristics, and employee attitudes (Gaertner&Nollen, 1992). Price (2001) defined turnover as the departure of personnel from an organization. Recent research indicate that a turnover intention is the employee's desire to depart the organization (Gnanakkan, 2010). In other words, intention to turnover refers to a worker's purpose to depart the organization (Kim et al., 2010). According to Pepe (2010), turnover intention is the likelihood that an employee will leave a company. The overall attitude of various employees is the outcome of their thoughts towards job-hopping (Joseph et al., 2007). It is a significant factor in determining a person's intention to leave their current workplace (Cho et al.,

2009). Individuals' bad ideas and attitudes concerning their employment and workplace may have contributed to their intention to depart (Shwu-Ru&Ching-Yu, 2010).

Griffeth et al. (2000) have found the job turnover as a precursor or predictor of actual turn over. Therefore, the intention to leave an organization has a substantial bearing on the actual departure procedure (Bachmann&DeConinck, 2005). The former theory justifies the use of labor turnover or intention to quit a work as a predictor variables in a variety of research designs (Coward et al., 1995). Cho et al. (2009) noted that the results of previous studies have shown that the intention to change jobs is a strong predictor of actual retirement from work. Consequently, behavioral intention is the largest factor directly associated with direct employees ' turnover (Muliawan et al., 2009; Barak et al., 2001).

2.1 Employees' Perception of Support

2.1.1 Social Support

Social support refers to the care, attention, and treatment shared by an employee and his coworkers in their social network. Social support is an important tool for overcoming labor issues (Price, 2001). Positive link exists between workers' evaluations of their relationships with coworkers and their intentions to depart (Harris et al., 2002). Other studies have demonstrated that employee participation in decision-making positively affects job satisfaction (Pepe, 2010). Sachs (2006) based on the results of the study stated that the perception of organizational support to employees will lead to maintaining a high level of mental security. This suggests that the worker is free to hire and utilize one's own without fear of repercussions.

2.1.2 Supervisory Support

The employee's perception of his manager's support is his belief that his supervisor provides him with the necessary support and direction to bring out all the multiple duties of his work and meet the requirements. Employees experience high levels of disillusionment and job dissatisfaction prior to receiving assistance from their superiors, which increases the likelihood that they will leave the organization

(Saks, 2006). Supervisor support is proportional to the extent to which the supervisor values the employees' contributions to the workplace and their pleasure and well-being (Price, 2001). Inadequate levels of suitable relationships between employees and their managers also contribute to an increase in workers' intent to depart (Kim et al., 2010). Perceived supervisor support is an employee's general impression of how supervisors evaluate employee contributions and efforts while concentrating on their fellow human (Eisenberger et al., 2002). Holman (2002) shown that supervisor assistance involves demonstrating care and emotional support for subordinates. According to Kalliath and Beck (2001), supervisor support alleviates symptoms of job stress and increases employee job satisfaction, resulting in a decrease in quit intentions. Supervisor support assistance was defined as employees' global impressions of how much supervisors value their achievements and care about their health. (Eisenberger et al., 2002; Kottke&Sharafinski, 1988). Employees tend to interpret the conduct and activities of organizational operators as the actions of the company itself, according to Levinson (1965). According to organizational support theory, favorable treatment from supervisors leads in better job efficiency, which makes employees feel responsible to assist the business achieve its goals and more committed, hence reducing employee turnover (Rhoades et al., 2001). Eisenberger et al. (2002) found no correlation between supervisor support and intention to quit. Other researchers that examined this association obtained contradictory findings. In a comparable research, Kalliath and Beck (2001) found (1) a direct association between supervisor social support and decreased intention to leave, and (2) an inverse impact between supervisor support and job turnover.

2.1.3 Training

Training is viewed as a crucial component of the HR strategy of several companies that want success. Diverse firms' training strategies aim to stimulate knowledge acquisition that improves employee competency by enhancing employees' qualifications and fostering their professional growth in a manner that discourages them from leaving (Samgnanakkan, 2010). Training gives employees the opportunity

to increase their knowledge, encounter, and abilities for more successful collaboration and to achieve their preferred self - improvement (Jun, Cai&Shin, 2006). From the other side, organization learning is a highly supportive element in promoting employee adaptability, as workers with a level of education and required skills would be more productive, powerful, and ultimately contented with his job, with no purpose of quitting (Bigliardi, 2005). Clearly, the learning has been perceived as having a significant influence on employees' decisions to quit his\her current jobs, and the organization's financial performance (Mattox&Jinkerson, 2005). The turnover could be detrimental to the organization due to the high costs associated with recruiting, training, and socializing (Taner&Sezen, 2008). Management should initiate the creation of a setting in which vital information is freely disseminated. Workers are allowed to be so well perceptive for career advancement, as well as participate in several training programs, which should be a company's top priority. Therefore, this will have a favorable effect on staff retention and organizational productivity (Singh, 2008).

2.1.4 Empowerment

The idea of empowerment (Almulhim, 2020) highlights the circumstance in which employees are granted decision-making ability within the organization. Empowerment can be used as a strategy to increase employee loyalty to the organization (Limpanitgul, 2017). The empowerment of employees with performance, job, and goal information to employees has a positive impact on employee gratification (Idris et al., 2018). In contrast, employee satisfaction would decrease if data is communicated in a dominating manner (Fernandez&Moldogaziev, 2015). Employee empowerment is the delegation of authority and other specified responsibilities from the organization's superiors to the other employees. There are two essential principles of employee empowerment, according to Mathieu et al. (2006): physical empowerment and psychological empowerment. There is a relationship between structural empowerment, work satisfaction, and employee turnover. Psychological empowerment increases employees' commitment to their job

commitment and reduces their plans to quit their present position (Seibert et al. 2004; Mathieu et al. 2006; Bartram&Casimir, 2007).

H1: There is a significant negative influence of employees' perception of support (social support, supervisory support, training, and empowerment) on intention to leave the current job.

2.2 Employees' Perception of Commitment

Scholars have examined organizational commitment extensively (Meyer&Allen, 1984, 1991) and have conceptualized and quantified it in numerous ways. Nevertheless, all conceptions of commitment have a link with turnover rate, such that highly devoted individuals are the significantly less likely to leave the business (Tett&Meyer, 1993). Several studies have proven the vital importance of organizational support as a primary precursor of intent to leave, and several studies have also demonstrated a strong negative relationship between organizational culture and employee turnover (Meyer et al., 1993).

2.2.1 Rewards and Recognition.

Unhappiness at work is closely connected with an insufficient reward system (Bigliardi, Petroni&Dormio, 2005). According to Petroni (2000), the absence of a sufficient reward system can increase the likelihood of employee turnover. Strategic reward, on the other hand, refers to the long-term goals a company aims to achieve in order to design and develop reward policies and procedures that will aid in the accomplishment of its organization's vision (Armstrong et al, 2007). In a similar vein, Milne (2007) asserted that awards and recognition are two valuable ways that various organizations use to honor hardworking employees for their delivering high quality services and positive impact to the organization's overall performance. External awards are those which employees earn from their employers in recognition of their exceptional performance. Extrinsic advantages can take on many forms, such as advancement possibilities or an excellent performance evaluation. Thus according Shaw et al. (1998), a salary is anything that an organization offers in return for favors done. It has been instrumental in retaining and providing rewards human resources.

To become more specific, another of the leading causes of employee revenue is a pay cut. Once workers receive less pay and fewer economic rewards, they are more likely to leave their employer (Lavob, 1997). It is often recognized that work dissatisfaction is the major cause of salary scale practices that result in turnover rates. This is exemplified by the fact that a new employee may speculate as to why the employee next to him receives a higher compensation for a similar task (Dobbs, 2001). According to a widely held belief, remuneration can be a significant driver of job satisfaction, leading to greater organizational productivity.

2.2.2 Job Security

According to surveys, employees only plan to remain with their firm if they are satisfied, which can take the form of job security (Imran et al., 2015). As per Lee (2006) and Begum and Mohamed (2016), the involvement of employees in issue and choice process increases their job satisfaction by making them feel like a vital part of the organization. Employees may prefer job security more than higher compensation and personal development. According to Ling-hsien Chang (2010), work security is the evaluation of long project reliability. Job security is the arrangement of a professional life to safeguard its workers' safety (Bigliardi, 2005). Min (2007) observed that now the regularity of work is an important factor that affects work performance and reduces staff turnover. McKnight et al. (2009) stated that job satisfaction mediates the relationship among working environment and employee intention to quit. According to Luna-Arocas and Camps (2008), job security has a positive impact on organizational, thereby decreasing the likelihood of employee turnover. Cross and Travaglione (2004) claimed that absenteeism and turnover rates will be lower among employees who felt safe in their positions.

2.2.3 Organizational Justice

According to Oztürk et al. (2016), organizational justice is the amount to which employees regard workplace procedures, interactions, and outcomes to be fair. Organizational justice is characterized by various individuals' and parties' opinions of the fairness of organizational activities and their behavioral responses to those

perceptions (Sokhanvar et al, 2016). To ensure that employees are pleased, committed, and loyal, the organization's systems involving distributive, procedural, and interactional justice must be fair (Alkahtani, 2015). The two fundamental components of organizational justice are equality and procedural justice (Fassina et al., 2008). Equality of opportunity refers to the extent to which employees compare themselves to their work colleagues to ascertain if they are going to receive fair and equal treatment and what they appreciate. Employable workers frequently provide their talents and skills to the company (input) and anticipate compensation (output) for their contributions (De Cuyper, 2011). In addition, it was discovered that distributive justice in terms of compensation, benefits, and rewards was highly connected with employee turnover intention (Hare&Spell, 2008). On the other hand, it is discovered that organizational fairness has a substantial association with intention to leave (Mayfield&Mayfield, 2008). Individuals who believe justice in their companies are less likely to seek alternative employment to punish their employer for disregarding their interests. (Trevino&Weaver, 2001). This research indicates that a worker's sense of commitment affects their propensity to leave.

H2: There is a significant negative influence of employees' perception of commitment (rewards and recognition, job security and organizational justice) on intention to leave the current job.

2.3 Employees' Perception of Complexity

2.3.1 Job Stress

The degree to which tasks and responsibilities at work are difficult to complete is referred to as job stress. This stress is regarded by staff members and may be the result of arduous efforts to meet quality objectives that may be beyond their ability (Chen&Silverthorne, 2005). Indeed, employees are bound by limited time and energy when juggling work and family obligations (Hughes, 2007). In addition, an organization's supervisors and leadership style might contribute to the development of occupational stress by fostering an unsuitable work environment. In comparison, work stress is the internal growth of role conflict (Iverson, 1999). The position

conflict arises when the employee's perception of the expected set of behaviors differs from what role transmitters within the company expect (Muliawan et al., 2009). Workplace stress is a substantial predictor of a variety of unfavorable employee behaviors, such organizational commitment, job satisfaction, and desire to quit (Williams et al., 2001; Barsky et al., 2004; Chiu et al., 2005).

2.3.2 Role Ambiguity

Role ambiguity refers to the probability that employees face regarding their roles, namely the activities and responsibilities that their employer expects them to carry out (Guimaraes, 1997). In contrast, role ambiguity pertains to mission information and is typically referred to as input or auxiliary information (Iverson, 1999). Nelson et al. (2007) discovered that the effective communication throughout a company is a significant determinant of how employees perceive job insecurity. Muliawan et al. (2009) discovered that role uncertainty negatively impacts employee work satisfaction. In addition, the authors hypothesized that job ambiguity increases the amount of employees who are dissatisfied with their organizational roles. Thus according Jha (2009), stress in the workplace is an important organizational factor influencing employees' intentions to leave. Role ambiguity, role overload, work pressure, and role conflict all contribute to this anxiety. Hassan (2014) discovered that job stress is the most influential part of the decision to leave a job. Stress at work is a crucial factor influencing intentions to leave (Bashir&Durrani, 2014).

2.3.3 Locus of Control

A person's locus of control is their confidence in their ability to exert control over the many positive and negative reinforcements in his\her lives (Spector, 1997). Numerous major factors comprise the locus of control, such as workplace performance, supervisor support, job views, job involvement, and work satisfaction (Chiu et al., 2005). In actuality, workers believe those who have control over their job situations may believe that other unfavorable factors, such as authority figures within the company, opportunity, or even other exceptional circumstances, are responsible for directing about there employment circumstances (Firth et al. 2004). In

comparison, workers with a locus of control feel that everything that has happened to them at work is the consequence of random chance and that they have no control over their employment. The study's hypothesis was that employees with just an internal locus of control are much more happier at work and have fewer plans to leave the organization.

H3: There is a significant positive influence of employees' perception of complexity (job stress, the locus of control and role ambiguity) on intention to leave the current job.

2.4 Job Engagement

Past research demonstrates that employee engagement has highly good effects on an organization's retention and productivity, customer satisfaction, profitability, and job satisfaction (Kumar&Pansari, 2015; Anitha, 2014; Perrin, 2003). Engaged employees, in a nutshell, speak well about their employer, remain with the company, and attempt to make extra efforts. Schneider (2008) asserts that organizations with the ideal engagement conditions have accomplished something that rivals will find extremely challenging to replicate. Employees who feel inspired to utilize themselves cognitively, physically, and emotionally through the completion of job obligations are said to be highly engaged in their jobs. Professional disengagement is the separation of employees from their work roles and their cognitive and physical defense against their job tasks (Saks, 2006). Job involvement is "a favorable, satisfying attitude toward work that is characterized by zeal, dedication, and uptake" (Chughtai, Buckley, 2011). Rothbard (2001) underlined that workers' job engagement refers to their presence and comprises of two fundamental components: attention and absorption. Attention reveals a worker's cognitive aptitude and the length of time he or she devotes to job tasks. The employees' absorption demonstrates their capacity for participation and the seriousness with which they approach their jobs.

H4: There is a significant negative influence of job engagement on intention to leave the current job.

2.5 Job Satisfaction

Job satisfaction is by far the most researched topic in the field of business management. Employee satisfaction "indicates the extent to which an individual realizes their potential through his\her job" (Hellriegel, 2007). Robbins and Judge (2009) discovered that comparing the characteristics of various occupations can result in feelings of job satisfaction. Job satisfaction was described by Pepe (2010) as the degree of a job's positive emotional trajectory. Job satisfaction is a person's sentiments about his or her job and its various components (Luna-Arocas&Camps, 2008). According to Muliawan et al. (2009), job happiness is proportional to the degree to which an employer meets, reinforces, or supplements an employee's needs. As per Biswas and Varma (2007), employees' perceptions of job satisfaction influence their mental and affective replies to job demands and specifications. Job satisfaction is a crucial sign of an employee's commitment to an organization (Pepe, 2010). Slocum and Hellriegel (2007) evaluated the relationship between job discontent and absenteeism, turnover, and health concerns. Pepe (2010) found a significant relationship between job satisfaction and the intention to quit between many employees. McKnight et al. (2009) demonstrated similarly that work satisfaction had a detrimental effect on turnover intentions. Job content and autonomy are the two primary job-related motivational elements that improve job satisfaction among employees. Once employees recognize that they are permitted to participate in decision-making, they may be inspired to give their all for the firm. Thus according to Shahzad et al. (2008), "turnover researchers have typically demonstrated that satisfaction with supervision increases job retention without pinpointing specific supervisory techniques that bond people to the business." Numerous factors, such as a high income, a nice work environment, collaborative coworkers, career counseling, and opportunities for professional development and training, have been recognized by experts as likely to make people happy at work (Sherman&Snell, 1998). Furthermore, "workers seek bosses who understand them and treat them fairly," it is stated

(Dailey&Kirk, 1992). It is highly likely that employees will not be satisfied with their occupations if their managers are not fair, reasonable, and kind.

H5: There is a significant negative influence of job satisfaction on intention to leave the current job.

2.6 Alternative job opportunity

Another possible factor of turnover intentions is employees' perception of alternative employment opportunities (Rahman&Ramay, 2008). When employees believe that other companies can better satisfy their demands as employees, other options may exist (Henryhand, 2009). In the following section of the paper, the link between factors as perceived in this study is discussed. Employees leave the organization if they can find alternate employment (Luthans, 1995). It is feasible to argue that this is an insurmountable challenge, based on external environmental conditions such as availability of jobs and unemployment rate. In their research, Carsten and Spector (1987) discovered a substantial link between employment availability and voluntary turnover. To be more precise, economic conditions and academic background may also contribute to an inflated picture of other opportunities (Jacob, 1998). When employees with a higher education level and experience see alternative employment prospects, we observe this phenomenon (Cotton&Tuttle, 1986). In other words, employees with a higher level of education have a larger chance of being promoted and are much more likely to regard their study as a strategic advantage.

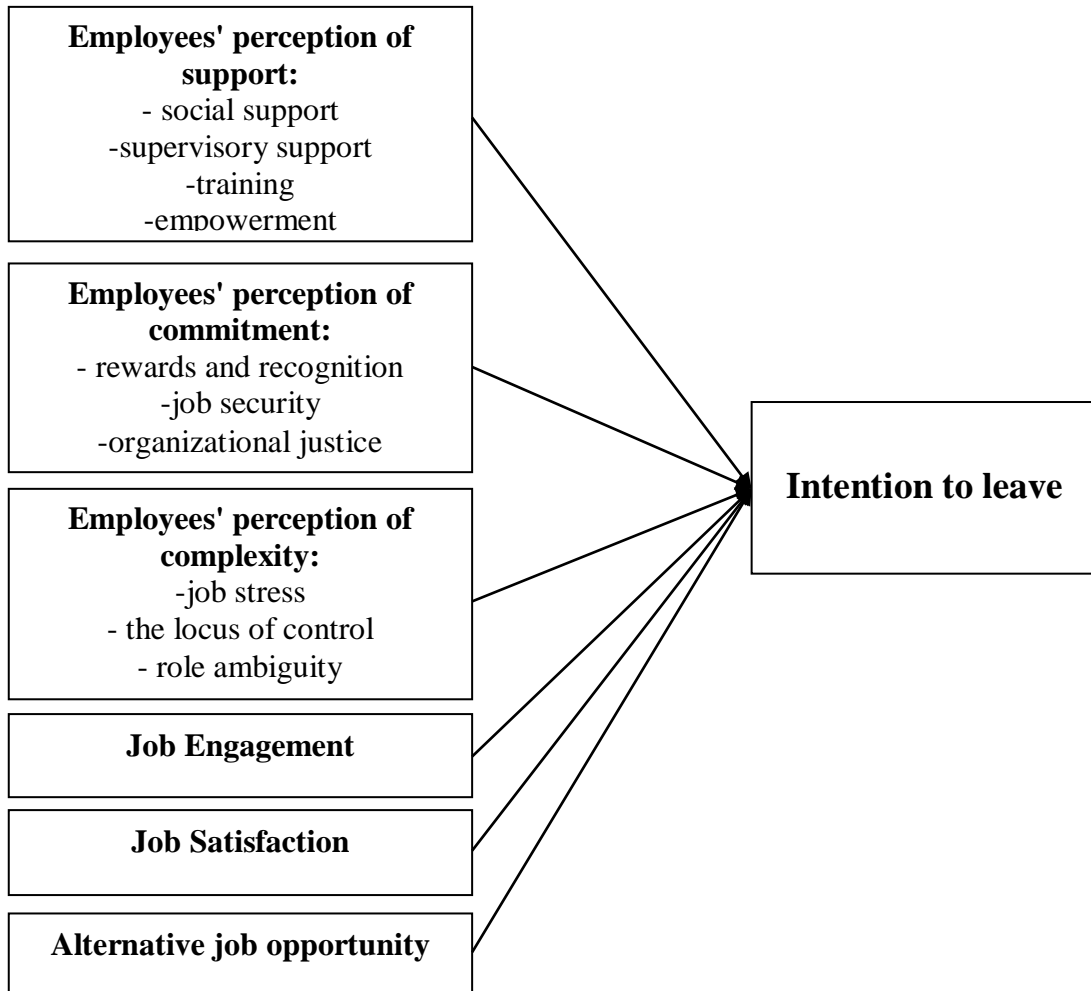
H6: There is a significant positive influence of alternative job opportunity on intention to leave the current job.

2.7 Conceptual Model

The conceptual model was developed to comprehend the interaction between the employee and the organization, in addition to the factors that influence the intention to quit (Figure 1). The conceptual framework illustrates the relationships among university employees' perceptions of support, commitment, complexity, job

engagement, job satisfaction, alternative job opportunities, and intent to leave university employment. The influence of independent factors is represented in the dependent variable which is the employees' intention to leave their current job. This research, which was conducted within the setting of Suleyman Demirel University, is based on the model.

Figure 1 Conceptual Framework



3 METHODOLOGY

This chapter covers the research methods that will be implemented for this analysis. The research conduct quantitative approach. The target audience of this study was employees of the Suleyman Demirel University. The questionnaire was compiled in Russian language and distributed electronically directly to employees. This research's questionnaire was modified from those of other empirical researchers. Three items of social support (Price, 2001), three items of supervisory support (Saks, 2006), three items of training (Jun, Cai&Shin, 2006), and three items of empowerment (Jun, Cai&Shin, 2006) were used to measure employees' views of support on a five-point Likert scale (Yavas, 2003). Nine items covering three domains were used to assess employees' perceptions of commitment: perceived rewards and recognition, job security (McKnight et al., 2009), and organizational justice (Saks, 2006; Price, 2001). Three variables were used to measure the employees' perceptions of complexity: three items of job stress (Firht, 2004), three items of locus of control (Firht, 2004), and three items of role ambiguity (Luna-Arocas&Camps, 2008). The engagement at job was evaluated using three variables (Saks, 2006). The job satisfaction of employees was measured using three factors (Luna-Arocas&Camps, 2008). Three components of the alternative job opportunity were evaluated. Finally, the employees' intentions to leave were assessed using the same five-point Likert scale and three items (Brown, 2003; Yavas, 2003). All characteristics are evaluated on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

4 RESULTS

4.1 Profile of Respondents

Examined were statistical profiles such as gender, age, nationality, academic degree, job position (administrative staff or teaching staff), marital status, country of study, total work experience, and length of employment at SDU. Table 1 displays the frequency and proportion of answers.

Table 1 - Statistical profiles of respondents

Variable	Description	Frequency	Percentage
Gender	Male	56	48,3%
	Female	60	51,7%
Age	20-24 years	25	21,6%
	25-29 years	46	39,7%
	30-39 years	26	22,4%
	40-49 years	11	9,5%
	> 50years	8	6,9%
Nationality	Kazakh	103	88,8%
	Non-Kazakh	13	11,2%
Maritalstatus	Married	64	55,2%
	Not married	52	44,8%
Academic degree	Bachelor's degree	36	31%
	Master's degree	66	56,9%
	Candidate of Sciences, Doctor of Sciences, PhD	14	12,1%
Job Position	Teaching staff	58	50%
	Admin staff	58	50%
Country of	Republic of Kazakhstan	95	81,9%

study	In foreign country	15	12,9%
	Republic of Kazakhstan and in foreign country	6	5,2%
Total work experience	less than 1 year	10	8,6%
	1-3 years	27	23,3%
	4-5 years	18	15,5%
	6-10 years	28	24,1%
	11-15 years	12	10,3%
	16-20 years	7	6%
	21-25 years	5	4,3%
	26-30 years	2	1,7%
	more than 30 years	7	6%
Duration of work at SDU	less than 1 year	27	23,3%
	1-3 years	39	33,6%
	4-5 years	25	21,6%
	6-10 years	16	13,8%
	11-15 years	6	5,2%
	morethan 15 years	3	2,6%

4.2 Reliability Analysis and Factor Analysis

The complete data set is subjected to a Cronbach's Alpha-based study of dependability. Table 2 demonstrates that the alpha value for various variables shows a high degree of dependability because the findings are close to the standard value of 0.70 (Christmann&VanAelst, 2005).

Table 2 - Cronbach's Alpha Reliability Analysis

Variables	Alpha
Employees' Perceptionof Support	68,7%

Employees' Perception of Commitment	67,7%
Employees' Perception of Complexity	69,9%
Job Engagement	68,4%
Job Satisfaction	68,1%
Alternative Job Opportunity	69,9%
Intention to Leave	71,3%

To determine the relationship between variables and factors, factor analysis is performed (factor loading). The variable was processed to remove values less than 0.30. The KMO (Kaiser-Meyer-Olkin) metrics questionnaire's reliability, and desired result must be greater than 50%. The results revealed that one employee's perception of the support item must be eliminated from the variable since it falls below the minimum threshold of 0.30. (Table 3). Nonetheless, the KMO (77,1%) and the Alpha (68,7%) showed significant values for the variable.

Table 3 - Employee Perception of Support Factor Analysis

Employee Perception of Support	Factor Loading	Explained Variance	KMO
I am quite close with at least one of my coworkers.	0,097	54,7%	77,1%
I usually share significant personal issues with my coworkers.	0,418		
I know very little about my colleagues as individuals.	0,786		
My manager values my input.	0,749		
My line manager is infrequently concerned with my well-being.	0,541		

My direct manager gives my aims and values considerable weight.	0,707		
I am trained in quality enhancement techniques.	0,833		
Our organization's training focuses heavily on enhancing productivity and originality.	0,576		
I had also trained extensively in interaction and public conversation techniques.	0,816		
I am not required to seek approval from my boss before completing my job assignments.	0,480		
I am permitted to do nearly something to address my employment-related concerns.	0,770		
I have options for resolving work-related issues.	0,758		

According to Table 4, all nine measures of employee sense of commitment demonstrated positive values, hence none were removed. This is also confirmed by the 68 percent explained variance. The KMO (83.5%) and the Alpha (67.7%) yield strong values for this variable.

Table 4 - Employees' Perception of Commitment Factor Analysis

Employees' Perception of Commitment	Factor Loading	Explained Variance	KMO
In this organization, my chances of promotion and advancement are favorable.	0,569	68%	83,5%
I will be rewarded for efficiently addressing the workplace issues.	0,763		
If I exceed my job duties, I will be acknowledged and commended.	0,789		
This position provides me with long-term stability.	0,904		

I believe I have a bright future, given the opportunities that this job provides.	0,720		
The majority of this organization's employees in this position enjoy the long job security.	0,887		
The results of my efforts are reflected in the quality of my work.	0,665		
My contributions to the organization are reflected in my outcomes.	0,613		
The rules and procedures are uniformly enforced to all personnel.	0,784		

All of the 9 employee perception of complexity items had poor values, hence none of them were excluded. Therefore, the explained variance is 54.34 %. The KMO (71%) and the Alpha (69.9%) give robust values for employees' perceptions of complexity (Table 5).

Table 5 - Employees' Perception of Complexity Factor Analysis

Employees' Perception of Complexity	Factor Loading	Explained Variance	KMO
At work, I feel tense and exhausted.	0,765	54,34%	71%
My work schedule disrupts my family life.	0,892		
My job leaves me too exhausted to appreciate my family life.	0,896		
I am aware of the procedures necessary to complete my duties.	0,815		
I am completely aware of the requirements of my position.	0,780		
I am unaware of my duties for executing my job.	0,471		
I get some control over the events that might occur in the workplace.	0,373		

My employment makes it difficult to make many changes.	0,572		
My job allows me to do whatever.	0,576		

All factors of job engagement exhibited positive factor loading results, as indicated by the variance explained of 61.85%. The KMO score of 65.12% and the Alpha value of 68.4% are outstanding indicators of job engagement (Table 6).

Table 6 –Job engagement Factor Analysis

Jobengagement	Factor Loading	Explained Variance	KMO
I am actively involved in this company.	0,764	61,85%	65,12%
When performing my job duties, I feel out of control.	0,761		
I am completely immersed in this effort.	0,832		

The variation explained is 76.92% as a result of the fact that each of the three measures of job satisfaction had factor loadings over 0.8. The KMO and Alpha values of 70.95% and 68.1%, respectively, provide more insight into the variable's strength and reliability (Table 7).

Table 7 – Job satisfaction Factor Analysis

Jobsatisfaction	Factor Loading	Explained Variance	KMO
Overall, I am satisfied with my job.	0,910	76,92%	70,95%
I prefer working in this organization on the whole.	0,857		
I take much pleasure in my work and am generally content.	0,863		

All alternative job opportunity items demonstrated positive factor loading results, which is confirmed by the variance explained of 61.24%. The KMO of

66.79% and the Alpha value of 69.9% are both significant indicators for the alternative job opportunity (Table 8).

Table 8 - Alternative job opportunity Factor Analysis

Alternative job opportunity	Factor Loading	Explained Variance	KMO
I believe it would be simple for me to obtain a job that is vastly superior to the one I currently hold.	0,778	61,24%	66,79%
There are numerous advancement options outside of my current organization.	0,785		
If I were to leave this organization, I would have numerous options for other employment.	0,785		

The items displaying intention to leave have high factor loading values, hence the variance explained is 78.34%. The KMO rating of 71.31% and the Alpha value of 71.3% indicate high levels of intent to leave (Table 9).

Table 9 - Intention to leave Factor Analysis

Intention to leave	Factor Loading	Explained Variance	KMO
In recent months, I have given considerable thought to finding a new job.	0,850	78,34%	71,31%
Currently, I am actively seeking an alternate job.	0,915		
I plan to leave the university at the conclusion of this academic year.	0,889		

4.2 The Descriptive Statistics

Using SPSS software, descriptive analysis methods such as mean and standard deviation were conducted. In this research, the mean level of 3.00 was selected as the average scale (five-point Likert scale). The average score for the intention of employees to leave their jobs if they found a similar position elsewhere was 2.33. As well as since there was no obligation for employees to remain with the company, they

may seek out better employment opportunities somewhere else. The organizations must account for this reality and implement retention strategies. The mean scores for the constructs of employee perception of support and commitment are 3.49 and 3.46, respectively. The average complexity of employees was 2.9%. The overall mean for job engagement is 3.68, and the overall mean for job satisfaction and alternative job opportunities is over 3.00. (Table 10).

Table 10 – Overall means of variables

Statements	Mean
The average for employees' perception of support	3,49
The average for employees' perception of commitment	3,46
The average for employees' perception of complexity	2,9
The average for job engagement	3,68
The average for job satisfaction	3,98
The average for alternative job opportunity	3,66
The average for intention to leave	2,33

4.2 Correlation

Table 11 demonstrates significant significance for all variables that are correlated. Both positive and negative associations are observed. The association between employee support and employee commitment is the strongest at 0.549. This suggests that employee commitment levels will grow dependent on employee support. As evidenced by a substantial positive correlation of 0.515, the employee's commitment has a significant effect on job satisfaction. In other words, people who are dedicated to their jobs will report greater job satisfaction. The intention to depart is observed to have negative relationships. The strongest negative connection (-0.537) was seen between employee dedication and intention to depart. This research suggests that individuals with low levels of commitment will leave the organization.

Similar negative correlations are observed between work satisfaction (-0.448) and alternative employment alternatives (-0.406).

Table 11 - Correlation statistics

	Employee support	Employee commitment	Employee complexity	Job engagement	Job satisfaction	Alternative job opportunity	Intention to leave
Employee support	1						
Employee commitment	,549**	1					
Employee complexity	-0,142	-,336**	1				
Job engagement	,352**	,211*	-0,019	1			
Job satisfaction	,430**	,515**	-,260**	,416**	1		
Alternative job opportunity	-0,169	-,302**	,381**	-0,099	-,233*	1	
Intention to leave	-,241**	-,537**	,379**	-,206*	-,448**	,406**	1

4.2 Test of Hypotheses

Using multiple regressions, the associations between independent factors and independent variable were examined. The research model includes six independent factors that are intended to influence the dependent variable (intention to leave): employee support, employee commitment, employee complexity, job engagement, job satisfaction, and alternative job opportunity. The R-squared value measures the conceptual model's adequacy of fit (Table 12). The model's R-squared value was 41%, showing satisfactory goodness of fit (Read, 1998).

Table 12 - Model Summary

Model	R	R-square	Adjusted R Square	Std. Error of the Estimate
1	0,642a	0,413	0,380	0,8029

According to the findings in Table 13, employee commitment ($= -0.387$, $p < 0.05$) and job satisfaction ($= -0.193$, $p < 0.05$) had a negative significant relationship with intention to leave. As a result, the H2 and H5 were supported. When employee commitment and job satisfaction are low, this may influence an employee's intention to leave the organization, as indicated by the negative beta value. In those other sayings, the results showed that low levels of employee commitment and job satisfaction are associated with the intent to leave. The above factors need to be considered by the company in order to minimize the amount of employees who leave in the future. In the meantime, employee support had a positive relationship with intention to leave ($= 0.131$, $p < 0.05$). Thus, the H1 was not supported significance probability value is more than 0.05 in employee complexity and job engagement, so H3 and H4 were not supported. This means, in the cases of SDU employees, involvement in work and stress testing at work, lack of control at work does not affect the intention to leave work in any way. An alternative job opportunity has a positive significance ($\beta = 0.208$, $p < 0.05$) on the intention to leave, and thus the H6 was supported. Thus thoughts about alternative work opportunities elsewhere may affect the intention to leave the organization. This indicates that the employees have little control over their work and are in the same position for an extended period. Overall, the results supported hypotheses H2, H5, and H6, however, H1, H3, and H4 were not supported. Table 12 summarizes the results of the B coefficient.

Table 13 - Regression results (B Coefficient)

Hypothesis	Beta	t	Sig.	Result
Employee support → intention to leave	0,131	1,444	0,153	No supported

Employee commitment → intention to leave	-0,387	-3,925	0,000	Supported
Employee complexity → intention to leave	0,135	1,631	0,106	No supported
Job engagement → intention to leave	-0,066	-0,790	0,431	No supported
Job satisfaction → intention to leave	-0,192	-2,052	0,043	Supported
Alternative job opportunity → intention to leave	0,208	2,566	0,012	Supported

5 CONCLUSION

This study explored the effect of several factors on the intention to leave among Suleyman Demirel University employees. Several variables have been suggested as influencing employees' intentions to leave. These variables include employees' perceptions of support, commitment, complexity, job engagement, job satisfaction, and alternative job opportunities.

According to the data analysis, three of the six proposed factors have a significant influence on employees' intentions to leave the university. Employees' perceptions of commitment were the first variable discovered to have a negative impact on their intentions to leave Suleyman Demirel University. A negative relationship was discovered in the correlation analysis between employee engagement and intention to leave. This indicates that the more the intention to leave an organization, the lesser the perception of commitment. The findings revealed that employees were dissatisfied with their job outcomes and lacked trust in their job security. According to the responses of the employees, many of them were not adequately compensated and recognized by the organization. A stronger opinion of justice regarding monetary remuneration, bonuses, and promotions correlates with a higher perception of commitment among employees. Similar to the findings of Maslach et al. (2001), the data analysis revealed that when employees have little rewards and recognition, they may require a greater rate of frustration and dissatisfaction with their jobs. According to Petroni (2000), the lack of a suitable reward system can increase the probability of employee turnover. According to Maslach et al. (2001), employees who lack proper rewards and recognition are more prone to express aggravation and dissatisfaction with their jobs. The second significant element revealed through data analysis is work satisfaction, which has a negative impact on intentions to leave the organization. The research showed a negative association between job satisfaction and intention to leave an organization. The more the employee's satisfaction and happiness with his job within the organization, the lower his likelihood of quitting the organization. The analysis

revealed that Suleyman Demirel University employees had low levels of job satisfaction, which influences their plans to leave the institution. Similar to what Freeman (1978) found, previous research suggested that a high turnover rate is strongly associated with job unhappiness among employees. McKnight et al. (2009) also found that turnover intention negatively affects work satisfaction.

This study hypothesized that employees' perceptions of support have a negative impact on their intention to leave the SDU. According to the analysis of the data, there was no correlation between the employees' perception of support and their intention to leave. Regarding social support, the investigation revealed that the relationships between SDU employees were positive. Respondents reported engaging in extracurricular activities with one or more work colleagues on a regular basis. The acquired data indicated that managers provide adequate support to their staff. According to the results gathered from the employees' responses, they do not experience any interference or limitations in their jobs. According to the employees, they were not required to acquire authorization from their supervisors in order to carry out their daily responsibilities. Also stated was that employees were urged to autonomously address workplace difficulties.

This study also proved that employees' perception of complexity does not affect their intention to leave in any way. The majority of respondents reported that their employment does not interfere with their family life. In addition, a substantial number of respondents reported that they enjoy working at this university and that they are content and committed to their jobs.

Moreover, the conceptual model of this study showed that there is no influence on the perception of involvement in work on the intentions of employees to leave the organization. However, the results revealed a significant positive correlation between job engagement and job satisfaction. This indicates that as employees get more engaged in their work, their job satisfaction will also increase.

The results of the study showed that employees of Suleiman Demirel University have low intentions for staff turnover, but still there are some employees

who intend or thought about leaving the university. In this regard, the TOP management of Suleyman Demirel University should review and improve personnel strategies regarding training and staff development so that employees can feel supported in solving their work problems by providing them with the necessary training programs.

This study's findings demonstrated unequivocally that employees' perceptions of commitment have a negative and statistically significant effect on their intention to leave the university. Therefore, the university's decision-makers must direct its human resources policies and plan to be more focused on implementing justice and equity among employees in terms of performance evaluation, pay increases, incentives, and rewards and recognition. In addition, the employees' views of complexity have a major impact on their intention to leave. In order to reduce employees' perceptions of complexity, top management must motivate intermediate managers to solicit the ideas and inputs of employees that may contribute to the decision-making process and make employees feel more included.

It was discovered that job satisfaction is a significant factor that increases turnover intentions among SDU employees. The University's human resource management policy should motivate employees and increase their level of job satisfaction by increasing their willingness to exert more effort and contribute more to the work, demonstrating appreciation, and rewarding by management accordingly. In order to promote attitudes of fairness, equality, and justice among employees, human resource management should standardize its procedures throughout all organizational divisions.

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