

Revealing the Triggers of Workforce Turnover in Emerging Enterprises: A Comprehensive Study

Siti Aida Suriana Baharim, Noorul Huda Zakaria, Syahrul
Hezrin Mahmud, Najdah Abd Aziz

Faculty of Business Management, Universiti Teknologi MARA Cawangan Terengganu,
MALAYSIA

Corresponding Author Email: noorulhuda@uitm.edu.my

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Abstract

SMEs play a crucial role in supporting endogenous growth and creating the conditions for quicker economic development and expansion in Malaysia. In SMEs, high turnover can be particularly challenging due to their limited resources and smaller teams. It can lead to disruptions in operations, increased recruitment and training costs, and loss of valuable skills and knowledge. By addressing the underlying causes of turnover, SMEs can enhance employee loyalty, improve productivity, and create a more positive workplace environment. This study looks at the variables that influence employment turnover in Malaysian small and medium-sized enterprises in the Kemaman district. The study concentrates on the main causes of employee turnover, including wages, job security, and job stress. Using a five-point Likert scale for survey topics, 300 participants from the Kemaman district participated in the study. The questionnaire's validity and reliability were verified, and SPSS software was used to gather and examine the results. All had positive and statistically significant association coefficients. With respective values of 0.000, 0.000, and 0.000, it was discovered that the three independent variables; wages, job security, and job stress were all significant. The results were accepted and provided evidence for the theories. For SMEs in Kemaman looking to reduce staff turnover brought on by elements like job happiness, job security, and job stress, these results are helpful. These findings can aid in the development of staff turnover reduction plans, which will enhance employee retention and boost overall business success.

Keywords: Job Turnover, Wages, Job Security, Job Stress, Small and Medium-Sized Businesses

Introduction and Background

Small and medium-sized businesses (SMEs) have emerged as one of the key forces behind the nation's economic expansion in recent years, contributing to the creation of jobs, the advancement of indigenous knowledge and technology, increased market competitiveness, and the establishment of a society free from poverty (Ma'aji et al., 2023). On a global scale,

SMEs represent a significant portion of the business landscape. With over 95% of all enterprises globally being SMEs, they employ around 60% of the workforce in the private sector (Ayyagari et al., 2011). This statistic underscores the critical role SMEs play not just in individual economies but also in the global economy. However, to thrive, SMEs must navigate several challenges, with high employee turnover being a significant concern. Human capital is a critical factor in determining an organization's success and survival, providing a competitive advantage. Employees bring essential skills and expertise to the organization, which are more valuable now than ever before (Sourov, 2019). Thus, this study aims to investigate the factors that trigger workforce turnover in small and medium-sized enterprises (SMEs) industries in Kemaman district. High employment turnover in SMEs can result in a number of issues, including higher expenses for hiring and training new employees, the loss of important knowledge and skills, and disruptions to production. Workplace stress, wages, job security, and job happiness are just a few of the variables that might affect turnover. Employee turnover is higher in environments where stress levels are high, feelings of insecurity in roles, or dissatisfaction are prevalent. In order to succeed over the long run, SMEs must be able to retain talent, run consistently, and cultivate a devoted staff. Employee needs and concerns must be addressed proactively in order to reduce job turnover. By identifying these factors, organizations can better understand the reasons behind employee turnover and implement strategies to retain talent, thereby enhancing business practices and overall stability. This approach not only enhances daily operations but also strengthens long-term business success and resilience.

Problem Statement

SMEs, however, face several challenges if they are to survive. A problem they have to deal with is the high rate of personnel turnover. This phenomenon is a critical issue for businesses of all sizes, as it can significantly impact productivity, operational efficiency, and overall employee morale. Most organizations owe their success and survival to their human capital, which gives them a competitive edge. It is more crucial than ever for employees to make use of their talents and knowledge within an organization (Sourov, 2019). Information obtained by everyone is hard to locate, replicate, or replace by technology, which makes human capital valuable. Aside from that, a startlingly high number of employees are deliberately departing organizations in search of a fast career path. According to recent research (Davis, 2018), as employees are a key source of competitive advantage, increasing employee engagement with the organization is crucial. Because employee turnover is costly in today's competitive workplace, businesses are constantly searching for ways to retain devoted staff members and strengthen their sense of commitment to the organization (McConnell, 2007). Investigating the factors that contribute to employees' fidelity to their employers is therefore essential.

According to significant study findings, a variety of factors, such as workplace stress, job satisfaction, job security, work environment, motivation, compensation, and benefits, are also factors that cause employee resignations (Al-Suraihi et al., 2021). Job turnover is a problem that affects an organization's internal and external components. In addition to direct costs like lower worker productivity, the corporation also had to deal with indirect costs. Employee turnover might be more expensive for startups than they may realize, as sudden resignations can cause disruptions to business operations (Kanchana & Jayathilaka, 2023). The issues causing such a high turnover rate should be a cause for alarm and heighten the need to investigate the reasons behind similarly high rates of voluntary turnover among the

young employees of Malaysia (Hosen,2022). An organization may experience a variety of consequences from job turnover, such as higher expenses, lost knowledge, strained team relationships, and lower employee morale. Companies should take proactive measures to address the underlying reasons of employee turnover and establish a more stable and productive work environment by being aware of these effects.

Objectives of Study

To determine job turnover level in small and medium-sized enterprise industries in Kemaman district.

- a. To investigate the relationship of the factors influencing job turnover in small and medium-sized enterprise industries in Kemaman district.
- b. To identify the most influential factor of job turnover in small and medium-sized enterprise industries in Kemaman district.

Scope of Study

This study focused only on small and medium-sized firms (SMEs) in the Kemaman district. It covered all members of upper and lower management, a wide range of ages, and male and female respondents to add to the study's diversity. The study examined the possible effects of multiple factors on job turnover in these industries. The study only looks at three factors: wages, job security and job stress as independent variables.

Literature Review

Job Turnover (Dependent Variable)

Kim et al (2017), defines employee job turnover as workers who voluntarily leave a company within a specified period as opposed to being fired, let go, or retiring at the end of their employment. While Hosen (2022), state employee turnover is defined as the movement of employees from a company, rotation of employees around the job market, among different firms, jobs, and occupations, and between the two statuses of being employed and unemployed. Because companies must fulfill all necessary obligations to finish the induction process—a costly event—employee turnover results in high costs for fresh induction. For this reason, companies try their hardest to keep staff from leaving. Understanding the causes and effects of job holders on job turnover is highly valued by the public in many different professions. Those that aim for high turnover incur costs, which could be quite expensive for the company as well as the employee (Mumtaz & Hasan, 2018). Job holders are impacted by a number of issues, including the choice and cost of training newly hired staff, lost productivity, and demoralization of current employees (Malek et al., 2018). Many problems arise as a result of staff turnover. The loss of a highly competent employee affects organisational reputation, profitability and performance (Muzaffar and Javed, 2021; Kakar et al., 2023), commitment and overall vision (Kumar et al., 2021).

Due to the challenging working conditions and growing requirement for human resources, Malaysia has focused on employee turnover since the early 1990s (Wilson et al., 2021). According to previous studies, turnover intentions are the best indicator of actual turnover. In their study, (Khan & Aleem, 2014) asserted a strong positive association existed between the intention to quit and actual turnover. On the other hand, there is a dearth of empirical study regarding the challenges that workers in Malaysian SMEs encounter on the job. Organizations must address emotional fatigue and ethical atmosphere as key contributors

to employee attrition to maintain workforce consistency, given the significant costs associated with attracting and retaining exceptional personnel. According to Kang et al. (2021), self-reported turnover intention is oftentimes more useful in practice than researchers' direct observation of actual turnover.

Wages (Independent Variable)

De Gieter et al (2012), state that wages are the most evident type of monetary compensation. Chan and Ao (2018), define wage satisfaction as the discrepancy between an employee's take-home pay and their expectations of compensation. Wages and job turnover are positively correlated, despite several studies suggesting that compensation is not the primary factor (Panaccio et al., 2014). According to Chan and Ao (2018), highly compensated employees may be content with their income and find it less appealing to leave. According to research by Iskandar & Anggraeni (2018), 69% of Malaysian employees are concerned about their high salary and benefits. The study found that the first crucial requirement from their company was a competitive wage and benefits package. High pay and benefits are frequently cited as the primary motivators for employees to remain with a company. Nevertheless, the study also reveals that 38% of respondents believe that salary has the most impact on employee happiness.

According to Scott (2018), almost half of the respondents claimed that a 25% pay raise would increase employee satisfaction, whereas 33% of the same respondents believed that a 10% increase would. Money is a tool that a firm might use to influence an employee's behavior or as an incentive. Salary is one of the key factors that determines job satisfaction, even if there are other factors as well (Falahat et al., 2019). According to Saputra and Suwandana (2021), compensation has a positive significant impact on employee engagement. Miller (2018), states that inadequate pay and benefits are the main reasons why skilled workers quit a company. Additionally, employees report that one of the main reasons they quit their jobs is a lack of remuneration. The employee salary has a potential propensity to administer a significant impact on the employee's turnover intention (Donald et al., 2000). Workers who are not happy with their compensation are more likely to look for other positions that pay more. Emanuel and Harrington (2022) show that raising wages for call-center workers for a large retailer increases employee productivity by more than the wage increase and significantly reduces turnover.

Job Security (Independent Variable)

Modern firms worldwide experience significant employee turnover as a result of the growing worry over job security. There is a vast underutilization of skilled labor among corporations. By offering a pension, encouraging employees to grow in their jobs, and fostering an environment that supports professional growth, companies that view their workers as assets can anticipate their future requirements. Maintaining employee motivation and retention over time is one of a company's main goals (Mathangi, 2018). According to (Jung et al 2021). Job Security is ranked above social and esteem needs in Maslow's hierarchy of needs theory. When it is threatened, it can lead to a variety of behavioural problems. These problems have far-reaching effects that go beyond the well-being of the individual and have a significant influence on those who are connected to them (Abiodun & Adebisi, 2022). (Karatepe et al., 2020) claim that employment instability

increases the likelihood of workers arriving late and departing early, which affects the intention of turnover by preventing them from fulfilling their basic needs.

Job Stress (Independent Variable)

Stress has evolved into a psychosocial condition as a result of an imbalance between the expectations imposed on an employee and their capacity to handle those demands successfully. When it comes to job stress, it poses a threat to employees' lives and cognitive abilities. With increased awareness about job stress, there is increasing pressure to address the problem and its negative impacts on employee health (Sanusi & Johl, 2020). Besides that, stress may also occur when an employee is confronted with demands, pressure, and unfavourable emotions that are out of proportion to their degree of expertise, posing difficulties and dangers to the person's viability.

Stress, according to Bashir and Ramay (2010), is a psychological state that people experience when they are confronted with turmoil and conflicts between personal wants, obligations, opportunities, and expectations. Work overload, position ambiguity, and role conflict were all related to occupational stress according to (Surana & Singh, 2012). Work overload occurs when an employee's workload exceeds their capacity to finish within a set of deadlines. Role ambiguity occurs when employees are unsure of their work responsibilities or what their boss expects of them. Role conflict happens when an individual is incompatible with several positions or when the expectation of a job differs from reality (Baron, 2010). Employees will be stressed by unknown job requirements and impossible tasks, according to this viewpoint (Velciu, 2017).

Research Methodology

Conceptual Framework

The following conceptual framework shows how the independent and dependent variables are related.

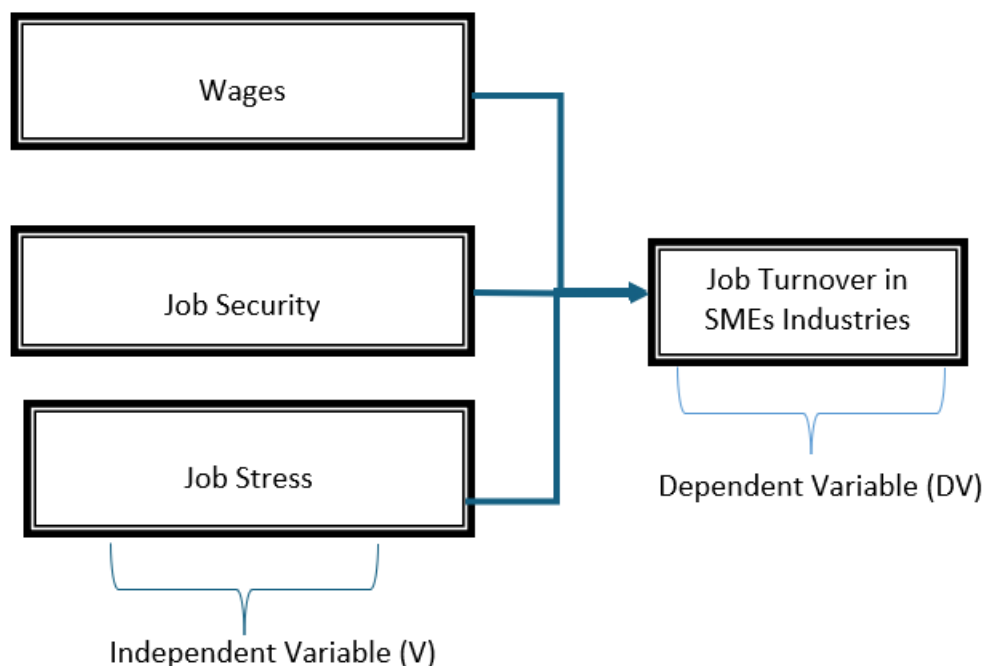


Figure 1: Conceptual Framework

Hypotheses Development

Hypothesis 1: Wages and Job Turnover

H1: There is a relationship between wages and job turnover in SMEs industries in Kemaman district.

Ho: There is no relationship between wages and job turnover in SMEs industries in Kemaman district.

Hypothesis 2: Job Security and Job Turnover

H1: There is a relationship between job security and job turnover in SMEs industries in Kemaman district.

Ho: There is no relationship between job security and job turnover in SMEs industries in Kemaman district.

Hypothesis 3: Job Stress and Job Turnover

H1: There is a relationship between job stress and job turnover in SMEs industries in Kemaman district.

Ho: There is no relationship between job stress and job turnover in SMEs industries in Kemaman district.

Sample Size

The study focuses on SMEs in Kemaman, with a random selection of three enterprises to cover the population of a thousand workers. Due to limited information and time constraints, a sample size of at least 10% of the population is required. For a population of 1,500 or more, a sample size of 150 is adequate. The sample size is determined using a table from Krejcie & Morgan's 1970 table, with 300 respondents selected based on the population.

Sampling Technique

Due to the vast size of the population, convenience sampling was the preferred technique of sampling because it was challenging to gather responses from every respondent. Convenience sampling is another research methodology that enables researchers to obtain market research data from a sample of respondents who are easily accessible. Another reason for choosing this example approach is how quick, simple, and affordable it is. Moreover, the data may originate from a range of SMEs sector sources rather than focusing just on one industry.

Data Collection Procedure

The research used a series of questionnaires to collect data; the statements on the questionnaires were made on a Likert scale, where 1 meant strongly disagree and 5 meant strongly agree. Böckenholt (2017) suggested that a measuring scale with five or more items would produce more accurate results than one with fewer elements. The data were then analyzed using statistical analytic techniques; SPSS version 26 software was utilized to make the model building and analysis in this work easier.

Results

Validity and Reliability

Table 1

The Reliability Analysis

VARIABLE	ALPHA
Job Turnover	0.870
Wages	0.902
Job Security	0.727
Job Stress	0.829

Table 1 provides a summary of Cronbach's Alpha for each of the research variables. The variables were determined to be good and reliable, meeting Hair et al. (2003)'s recommendation that a value of more than 0.6 indicates reliability.

Analysis of Respondents' Profile

Table 2

Profile of Respondents

Variables	Label	Frequency	Percentage (%)
Gender	Female	180	60
	Male	120	40
Age	20-25 years old	85	28.3
	26-30 years old	52	17.3
	31-35 years old	23	7.7
	36-40 years old	61	20.3
	41-45 years old	38	12.7
	46-50 years old	41	13.7
	years old and above	0	-
Ethnicity/Race	Malay	165	55.0
	Chinese	70	23.3
	Indian	65	21.7
Marital Status	Single	75	25.0
	Married	141	47.0
	Divorced	84	28.0
Religion	Islam	167	55.7
	Christianity	47	15.7

	Hinduism	40	13.3
	Buddhism	46	15.3
Education Level	SPM	30	10.0
	STPM	31	10.3
	Certificate	25	8.3
	DIPLOMA	91	30.3
	DEGREE	116	38.7
	MASTER	7	2.3
Income Level	RM1,500-RM2,000	58	19.3
	RM2,001-RM3,000	59	19.7
	RM3,001-RM4,000	51	17.0
	RM4,000-RM5,000	91	30.3
	RM5,001-RM6,000	18	6.0
	RM6,001-RM7,000	-	0
	RM7,001-RM8,000	-	0
	RM8,001-RM9,000	23	7.7
	RM9,001-RM10,000	-	0
Occupation	Administrative Assistant	41	13.7
	Content Writer/Editor	24	8.0
	Graphic Designer	21	7.0
	Human Resources	21	7.0
	Human Resources Coordinator	22	7.3
	It Supports Technician	26	8.7
	Manufacturing (Production Planner)	23	7.7
	Manufacturing (Production Planning and Control Assistant)	20	6.7
	Marketing Specialist	22	7.3
	Metalworking And Fabrication	18	6.0
	Project Manager	24	8.0
	Sales Representative	38	12.7
	Disability Status	No	256
Yes		44	14.7

The 300 respondents who were successfully gathered for this poll showed a balanced distribution of genders. Of these, 180 respondents—or 60% of the participants overall—identified as female, while 120 respondents—or 40% of the respondents overall—identified as male. This provides a thorough perspective for this study by showing that there were more female respondents than male respondents.

The age range of 85 respondents, or 28.3%, is 20–25. The age range of 52 responders, or 17.3% of the total, is 26 to 30 years old. 61 people, or 20.3% of the total, belong to the noteworthy and well-represented age group of 36 to 40. The group of 41 respondents, or 13.7% of the total, who fall between the ages of 46 and 50 is another noteworthy group of respondents. This age group has 38 responders, or 12.7% of the total.

The majority of respondents (47%) are married; the remaining 25% are single, and the remaining 28% are divorced. 91 respondents, or 30.3% of the total, earn between RM4,000 and RM5,000. The majority of respondents (165) are Malay, making up 55% of the total sample. Indian and Chinese respondents make up 21.7% and 23.3% of the participants, respectively.

Furthermore, respondents come from a variety of socioeconomic backgrounds: 19.3% (58 people) make between RM1,500 and RM2,000; 19.7% (59 people) make between RM2,001 and RM3,000; 17% (51 people) make between RM3,001 and RM4,000; 6% (18 people) make between RM5,001 and RM6,000; and 7.7% (23 people) make between RM8,001 and RM9,000. In particular, 256 respondents, or 85.3% of the sample, said they did not think they were handicapped. Notably, though, 44 people—or 14.7% of the participants—reported having a disability.

A wide variety of specializations can be seen in the distribution of occupations within these organizations: 8% of responses, or 24 people, are content writers/editors; 13.7 percent, or 41 people, are administrative assistants; 7% of the workforce, or 21 employees per department, are human resources coordinators and graphic designers; IT support technicians, or 26 responses, or 8.7% of the total, are IT support technicians; 14.4% of manufacturing jobs are held by production planners and assistants for production planning and control; project managers, sales representatives, professionals in metalworking and fabrication, marketing specialists, and project managers make up the occupational variety.

Discussion

Objective 1: To determine job turnover level in small and medium-sized enterprise industries in Kemaman district.

Table 3

Mean and Standard Deviation

Variables	N	Mean	Std. Deviation
Job Turnover	300	4.132	0.7404
Wages	300	4.023	0.824
Job Security	300	3.964	1.094
Job Stress	300	3.965	0.805

Table 3 displays the descriptive statistics that were used for each variable in order to obtain the mean and standard deviation. The mean score of the job turnover was 4.132 (out of 5). It indicates that majority of the samples have an intention for job turnover. The value ($\sigma=0.7404$) of the standard deviation. Another crucial factor to consider is wages. The mean wage is 4.023. A notable discrepancy in employee remuneration is indicated by the standard deviation ($\sigma=0.824$). Job security received a somewhat lower number of responses 3.964 than the average for each of these assertions. This implies that the majority of respondents seem to agree with these claims about job security. The value of the standard deviation, $\sigma = 1.094$. Lastly, job stress: The mean 3.965 shows that employees experience relatively high levels of job stress on average. The standard deviation ($\sigma = 0.805$) indicates the range of stress levels among employees. While some people could experience stress at levels over average, others would not. The work environment based on a sample of 300 employees is provided by this data. However, individual experiences may vary significantly.

It is imperative to bear in mind that these figures are merely means and variations, and they do not accurately depict the essence of the work environment. This result thus confirms the findings of the earlier study conducted by Sharma et al (2020), which found that four Indian SMEs had high turnover rates. They concluded that low compensation, little opportunities for career advancement, and a poor work-life balance were significant contributing factors. Additionally, Hasin et al. (2023) discovered a complicated interaction between perceived control over work and individual career ambitions, as well as growth-related challenges including rising workloads and organizational change. According to research by Argyropoulou (2020), job crafting can reduce workers' inclination to quit, but only if they feel their managers are giving them enough support. According to this data analysis and further research, there was a high degree of employment turnover in the SMEs industries, indicating that most workers had plans to leave their positions. In the absence of a more contented and upbeat work atmosphere, SMEs also struggled to persuade staff members to remain with them.

Objective 2: To investigate the relationship of the factors influencing job turnover in small and medium-sized enterprise industries in Kemaman district.

Pearson correlation was conducted to examine the relationship between job turnover and three (3) criteria which include wages, job security and job stress. Table 4 shows the summary

of hypothesis testing which indicates the relationship of job turnover and the three independent variables.

Table 4

Summary of Pearson Correlation between independent variables towards job turnover

Hypothesis	Variables	Pearson Correlation
H1	Wages	.546**
H2	Job Security	.177**
H3	Job Stress	.715**

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

The finding shows that there was a positive and significant association between wages, job security and job stress. Table 4 indicates relationship between job turnover and wages at value 0.546. There is a moderate positive relationship between the low wages' component and job turnover. At the 2-tailed 0.01 significance level, the relationship is significant. A negative correlation is commonly seen in the complex and variable relationship between earnings and job turnover, meaning that better pay is generally associated with lower turnover rates. However, there are nuanced aspects and other factors, such work characteristics, industrial environment, and individual preferences, that could affect this balance.

Feldman and Ng's (2007), research revealed a strong relationship between appropriate and fair compensation and employee retention as well as job satisfaction, indicating that inadequate pay may play a major role in employee attrition. Pay that is commensurate with roles in the sector or local market are important factors. If workers feel their pay is not as good as their peers', they are more likely to look for better chances. Perceived fairness in pay systems, in addition to actual compensation levels, may influence turnover, according to (Allen et al., 2023). Pay practices that are unfair have the potential to increase employee unhappiness and turnover rates. Certain employees may find financial incentives more enticing than others, and some employees may be motivated more by intrinsic factors—such as meaningful work or work-life balance—than by financial incentives. This validates the hypothesis and shows that there is a real relationship between wages and employment turnover in SMEs' industries.

While job security at 0.177 showed that there appears to be a slightly positive correlation between increasing job turnover and decreasing the value of people who feel secure with their jobs. At the 2-tailed 0.01 significance level, the association is significant. Job security and turnover have a complex and nuanced relationship, but evidence suggests that the two are negatively correlated. Put otherwise, lower job security often leads to higher turnover rates. Subtleties and other contributing factors, however, need to be considered for the whole picture. Witte et al (2015), found that employees who believed that their positions were insecure—that is, that they might lose them—had considerably higher intentions to quit than employees who felt that their employment were more secure. Jiang and Probst (2016), found that workers who feel that their occupations are uncertain are likely to be less engaged and dedicated, which may lead them to explore for alternative opportunities.

As to Han et al (2016), work volatility can have a negative impact on the well-being of employees and may even prompt them to look for more stable circumstances. Additionally stressful and concerning is job insecurity. Employees with greater financial stability or a higher risk tolerance may be less susceptible to job insecurity and less inclined to quit.

According to earlier research, job stress is one of the factors that predicts employee turnover, so it is not surprising to learn that there seems to be a significant positive correlation between higher job stress and higher job turnover at value 0.715. This association is significant at the 2-tailed 0.01 significance level. Feldman & Ng (2007), found a significant correlation between suitable and fair remuneration and work satisfaction and retention, indicating that low salaries may play a significant role in employee turnover. Earnings that are equivalent to positions in the industry or local market are significant variables. Employees are more likely to hunt for better opportunities if they believe their compensation is lower than that of their peers.

According to Allen et al (2023), in addition to actual compensation levels, perceived fairness in pay systems may have an impact on turnover. Unfair pay practices have the capacity to raise turnover rates and employee dissatisfaction. Financial incentives may be more appealing to certain employees than to others, and some employees may be more driven by intrinsic factors like work-life balance or meaningful work than by money. The influence of employee turnover on wages can be observed in the following ways: increased hiring costs, decreased productivity, operational disruptions, and eventually the requirement for pay or benefit cutbacks from organizations. This demonstrates that the association between wages and employment turnover in SMEs' industries is true and supports the theory. Therefore, hypotheses 1, 2 and 3 are supported.

Objective 3: To identify the most influential factor of job turnover in small and medium-sized enterprise industries in Kemaman district.

Table 5

Regression of Job Satisfaction, Job Security and job Stress Towards Intention Towards Job Turnover

Variables	Unstandardized B	Coefficients Std.Error	Standardized Coefficients Beta	t	Sig.
(Constant)	1.641	.197		8.335	.000
Wages	.210	.039	.234	5.343	.000
J.Security	-.158	.042	-.171	-3.726	.000
J.Stress	.550	.054	.672	10.221	.000

**Adjusted R²=0.66, F-Statistics=17.81, Sig at 0.000

Table 5 shows the comparison of the strength of each factor. It was found that three independent variables which are wages, job security and job stress were significant with the value of 0.000, 0.000, and 0.000 respectively. Further output through beta value of 0.672, suggested that job stress is the most contributing variable. Although other variables

indicated less dominance, they are still needed to be addressed. Therefore, all the investigated variables are significant to intention towards job turnover. Negative workplace conditions brought on by interpersonal disputes can result in low job satisfaction among employees, inefficiency, and a stressful work atmosphere, which majorly contribute to job stress. According to the study's findings, this significantly and favourably affects employee turnover (Ernes & Meilani, 2023).

Managerial Implications and Recommendations

To lower job turnover, it is important to proactively address the needs and concerns of employees. This may be accomplished by keeping lines of communication open, giving employees the chance to advance their careers, encouraging work-life balance, recognizing and rewarding their efforts, paying competitively, creating an inclusive workplace culture, and responding quickly to employee complaints. Organizations may improve employee satisfaction and retain talent and lower turnover by concentrating on these topics.

Conclusion

The study's conclusions reveal a complex link between elements connected to one's employment and the desire to quit. The desire to quit their work (job turnover) is positively correlated with wages, security, and stress; nevertheless, it implies that workers may take into account a number of things in addition to the independent variables when considering leaving their present employment. This intricacy highlights the intricate relationship between employee retention and the necessity for firms to successfully decrease turnover intentions by addressing a variety of issues such as security and stress levels. The study emphasizes the importance of SMEs companies fostering a better workplace with secure positions, career development, good salaries, and less stress for their staff to improve satisfaction and job performance. Adopting a good management style can reduce employee turnover and foster an organization that prioritizes employee welfare. This can lead to a pleasant climate that promotes emotional and physical well-being, job satisfaction, and ultimately lower turnover rates.

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