
Issues and Perspectives in Business and Social Sciences

“Stay” or “Leave”: assessing the determinants of turnover intention of private sector employees

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Abstract

Employee turnover is a critical issue of great concern for organizations. The challenge is exacerbated when the human resources that leave the organization are highly knowledgeable employees with high expertise and distinctive work competencies. To understand the factors that lead to employee turnover, this study examined the determinants of private sector employee turnover intentions, including salary level, workload, job satisfaction, and management support. Data were obtained from private sector employees in Selangor, Malaysia. The results revealed that the turnover intention level was medium. Second, significant relationships were found between salary level, workload, job satisfaction, management support, and turnover intention. Third, workload is the most significant predictor of turnover intention. Thus, the organization needs to take the necessary steps to curb the outflow of valuable employees. Management can use the findings of this study to review human resource management policies related to salaries and wages, develop a work environment that prioritizes employee welfare, and strengthen the relationships between employees.

Keywords:

Salary level;
Workload;
Job satisfaction;
Management support;
Turnover intention.

Received:

Jan 9, 2025

Accepted:

May 19, 2025

Published:

Aug 12, 2025

1. Introduction

Turnover intention is defined as the behavior of employees who quit their current job. The problem of turnover intention occurs not only in large companies but also in small ones (Boateng et al., 2022). According to Gupta et al. (2022), turnover intention is a behavior in which employees engage, whether they want to stay or leave the organization. Lazzari et al. (2022) explained that quitting intention is an important stage before an actual quit occurs. Unmet expectations can lead to quitting intentions that force employees to quit (Namin et al., 2021). The turnover intention dimension includes three aspects: thinking of quitting when an individual thinks whether he/she can quit the current organization, the intention to search for an alternative, the desire to find another organizational alternative as a solution to unfulfilled expectations in the current organization, and the intention to quit, the desire to leave the organization. Employees can have high quit intentions even in the short term (Li & Yao, 2022).

Many researchers argue that the intention to quit incurs costs and losses for the organization (Cheong & Narayanan, 2021; Gupta et al., 2022; Senasi et al., 2021), including the cost of recruiting and selecting new employees, the cost of failure that can occur during the initial period of employment, and general administrative costs. In addition, the intention to quit is associated with adverse symptoms in the workplace, such as decreased productivity, reduced profits, and loss of valuable knowledge, skills, and intellectual capital (Namin et al., 2021). When an employee leaves the organization, management must incur additional expenses by hiring new staff, forming new salary packages, and providing training courses for new employees (Kmieciak, 2022).

Almost 50% of Malaysian corporations face problems with turnover, and Malaysia has the third highest voluntary turnover measure in Southeast Asia (Sim & Alias, 2024). Current accounts from the PwC Asia-Pacific Workforce Hopes and Fears Survey 2023 disclose that a smaller number of Malaysian laborers are delighted with their jobs, and nearly 17% are likely to move to a new employer in the next 12 months (PwC, 2023). The EY 2022 Work Reimagined Survey shows that 44% of employees say earnings increases are necessary to address staff turnover, while only 16% of employers agree (EY 2022).

When the COVID-19 pandemic first hit in 2020, the world faced job losses that affected thousands as companies began to close or scale down their operations. In Malaysia, almost 100,000 people have lost their jobs since the movement control order (MCO) was implemented in March 2020, until the end of November (Zainal et al., 2022). However, another issue arose after two years, as the economy opened again and Malaysia joined other countries heading into the COVID-19 endemic phase. Companies in various sectors began to actively advertise vacant positions, but there were still few applicants, and they could not fill job vacancies in the industry (Muhyi et al., 2023). The country is now facing a labor shortage crisis involving various sectors, and skilled workers are now difficult to find even though they have been paid high salaries (Uchiyama et al., 2022). An independent think-tank focused on strategic policy recommendations; EMIR Research study found that some people are starting to enjoy the freedom and autonomy of the gig economy, as they no longer must work strict office hours (Ahmad Mustakim, 2022). For example, workers in the hospitality industry who were laid off during the pandemic were not inclined to return to work in that field. At the same time, companies or hotel owners find it challenging to increase salaries beyond the RM1,500 minimum wage without increasing costs. The rejection of job offers, even with attractive salaries, is related to technological advances (Ahmad Mustakim, 2022).

According to Randstad Malaysia in the Workmonitor 2024 study, the findings revealed that Malaysian employees prefer employees who can provide higher salaries and balance their work and routine (Muhammad Shamsul, 2024). The same study reported that work-life balance, good salary, health insurance, healthcare benefits, flexible working hours, job security, and mental health support are what employees look for in their employment. Despite these preferences, the study also found that two out of five Malaysians were looking for or had a second job because of the rising cost of living. Several reasons have been identified as push and pull factors behind employees' turnover intentions. The internal push factors include salary, job satisfaction, relationships with colleagues, relationships with supervisors, and promotion opportunities, which include tight labor market conditions, unavoidable reasons such as death, and forced quitting, such as being laid off or the organization being closed (Kaur & Hakimie, 2020; Poon et al., 2022; Puhakka et al., 2021). For example, excessive working hours (more than 48 hours per week) can affect the quality of life of workers. They may lead to turnover, which could be observed among domestic employees who work an average of 70 hours a week, followed by mining sector employees (49.3 h), and support service activities (49 hours) (Milad, 2024). Among the measurable factors are poor salaries and rewards, heavy workloads, and poor employee welfare (Elsahoryi et al., 2022; Ingsih et al., 2022; Jolly et al., 2021; Mawardi, 2022).

This study is crucial in addressing several research gaps. First, there is a lack of studies examining determinants in the context of Malaysia and developing countries. Previous studies on employee

turnover, such as Aboudahab et al. (2024) and Mathur et al. (2024), have examined employee-level factors only (e.g., stress, motivation, and demographic factors). However, most employees leave the organization because of organizational factors (Lazzari et al., 2022; Sharif et al., 2021; Zakariya, 2017). Previous studies have found inconsistencies in the determinants of employee turnover. For example, Maharani and Tamara (2024) found that workload does not influence employee turnover. However, Alzoubi et al.'s (2024) findings indicate that workload is negatively and significantly related to turnover intention. Therefore, to better understand turnover intention among employees in Malaysia, this study examines the determinants of turnover intention among private sector employees in Selangor, Malaysia. This study hopes to help employers improve their workforce and become more aware of the factors that influence employees to leave the organization. The results of this study provide an opportunity for organizations to reevaluate employment policies and identify internal factors that negatively impact employee retention.

2. Literature review

Generally, employees are valuable resources and assets for an organization to ensure success (Gupta et al., 2022). Corresponding to Poon et al. (2022), the employee turnover rate gives meaning that shows flaws in the organizational structure. Turnover is a considerable problem for every large or small organization. It can occur voluntarily, such as resignation, or forcibly, such as being fired. Conversely, early studies on employee turnover indicated that forced employee turnover benefits the organization, while voluntary employee turnover harms the organization's image (Namin et al., 2021). In contrast, turnover will still affect the organization, whether it involves voluntary or forced employee turnover (Lazzari et al., 2022). Lazzari et al. (2022) find a significant relationship between employee turnover and firm stability, salary levels, industry, working conditions, training and supervision, and organizational effectiveness.

Previous studies have supported several factors that result in turnover intention, including both internal and external factors. Turnover intention may be caused by stress or employee dissatisfaction with the organization (Lazzari et al., 2022). According to Mobley (1977), turnover behavior is a branch of decision making. It is connected to a sequence of cognitive phases that begin with weighing the current job, followed by emotional states that can lead to satisfaction and dissatisfaction. When individuals feel dissatisfied, they leave the organization (Gupta et al., 2022). Next, the individual assesses the benefits and costs of leaving the organization. This assessment shows their intention to look for alternatives to other organizations. Their intention to quit was born after looking for alternatives, considering them, and evaluating them with their current jobs. Finally, they determine whether to quit or continue in the organization.

Herzberg's two-factor theory is relevant for explaining the factors underlying employees' turnover intentions. Herzberg's two-factor theory, often referred to as the Motivator-Hygiene Theory, highlights factors that are considered desirable to achieve goals and bad conditions that must be avoided (Bhatt et al., 2022). This is called the two-factor theory because it consists of two factors influencing a person's motivation in work: the motivator factor and the hygiene factor. The presence of motivator factors causes employees to work hard. Examples include job performance, recognition, nature of the job, responsibilities, and growth opportunities. Jobs should give employees a sense of performance (Peramatzis & Galanakis, 2022). This gives a feeling of satisfaction and pride in succeeding in something challenging but worthwhile. The job should be interesting and diverse, and provide enough challenges to motivate employees. Moreover, promotional opportunities must be available for employees, and jobs should allow them to learn new skills (Thant & Chang, 2021).

On the other hand, the hygiene factor of turnover intention is discussed in terms of its absence. The absence of hygiene factors causes employees to work less hard and increases employee dissatisfaction (Siruri & Cheche, 2021). Hygiene factors included company policy, supervision, salary, working conditions, workplace safety and health, relationships with colleagues, physical workplaces, and relationships between superiors and subordinates. Thus, the organization must be fair and transparent to every employee, and employees should be given autonomy and, of course, within the appropriate scope. Thus, a healthy, friendly, and fast relationship should exist between coworkers, superiors, and subordinates. Figure 1 depicts the research model.

2.1 Salary level

Salary level is a hygiene factor hypothesized to influence turnover intention. Vizano et al. (2021) found that some employees decide to quit to find satisfaction in another organization if they feel that the money allocated by the employer is insufficient to fulfill their desires and expectations. Dibiku (2023) conducted a study on the relationship between turnover intention and demographic factors, and the results indicated a significant difference between salary and turnover intention. In addition, the study found that employees with low salaries had higher turnover intentions than employees with high salaries. The results of this study are consistent with those of previous studies (e.g., Boateng et al., 2022; Elshahoryi et al., 2022; Jolly et al., 2021). The payroll administration aims to retain current workers; if the remuneration is not competitive and does not follow the principle of fairness, it will impact many good employees who will leave the organization (Saeed et al., 2023). Farooq et al. (2022) argued that the intention to quit is higher for non-management groups. The management group is expected to have less intention to quit because of having a high salary and sufficient information than the non-management group. Thus, based on this argument, the following hypothesis is proposed:

H1: Salary level is significantly influencing the employee turnover intention.

2.2 Workload

Workload is a hygiene factor that originates from physical and task demands. The perception of workload of each individual or employee is undoubtedly different. However, a higher workload will certainly have a negative perception of the job. This can eventually cause someone to want to leave their current job (Lantican, 2021). Workload arises because the target needs to be achieved, the task cannot be completed, and high workloads lead to low job satisfaction (Anees et al., 2021). Workloads can lead to workplace stress when there is a variance between employees' job demands and their capability to meet those demands and prospects (Arba'in & Noor, 2024; Muhammad et al., 2021). Generally, high career demands and low control over a situation can lead to stress. Fatigue and stress due to workload can cause employees to face serious work-family conflicts (Mansour & Sharour, 2021). Excessive workload causes emotional reactions such as headaches, indigestion, and irritability. The digital era has added a new layer of complexity to the workload, with many distractions, such as excessive communication through messaging apps, the expectation of always being available, and the lack of boundaries between work and personal life (Zacher & Rudolph, 2024). Thus, based on this analysis, the following hypothesis is proposed:

H2: Workload is significantly influencing the employee turnover intention.

2.3 Job satisfaction

Job satisfaction refers to the motivator factor: a positive or pleasurable emotional state resulting from calculating a person's job, work experience, attitudes, and beliefs about their job (Puhakka et al., 2021; Spector, 2022). Ingsih et al. (2022) believed that contented employees have lower levels of turnover intention, while dissatisfied employees have higher intentions to quit.

Individuals' satisfaction with a job entails attaining change and improvement and increasing personal growth, which has vital implications for individual behavior in the workplace that affects their desire to continue their work and their relationships with other coworkers (Huang et al., 2021). Employees with high job satisfaction tend to have better physical health and faster-to-learn related tasks, have few records of work accidents and complaints, and can manage work stress levels. Namin et al. (2021) conducted a meta-analysis and found that job satisfaction has a negative relationship with employee intention to quit. Other research conducted by Mawardi (2022) and Pinnington et al. (2024) also found a negative relationship between job satisfaction and intention to quit in different organizational contexts. Based on this discussion, the following hypothesis is proposed:

H3: Job satisfaction is significantly influencing employee turnover intention.

2.4 Management support

Management support refers to the motivator factor: employees who accept supervisor feedback will be more fulfilled (Self et al., 2022). Therefore, employees who feel happy at work will be more involved and have reduced turnover intentions (Self et al., 2022). The quality of supervisor-employee relationships signals mutual respect and trust between supervisors and employees (Sharif et al., 2021). Different qualities of supervisor-employee relationships give members of in-groups and out-groups that are determined by the different levels of mutual trust, respect, and obligations (Kmieciak, 2022). The status of in-groups and out-groups has implications for employees. For example, employees who belong to in-groups are typically given more significant influence, more enjoyable tasks and rewards, more autonomy, and more opportunities to interact with supervisors in return for loyalty and commitment to their work (Huang et al., 2021). In contrast, out-groups are given unpopular tasks, less autonomy, and are more characterized by supervisor influence; the communication that occurs is formal and revolves around tasks only, as well as minimal opportunities to interact with supervisors (Namin et al., 2021; Poon et al., 2022; Wu & Liu, 2022). Based on this discussion, the following hypothesis is proposed:

H4: Management support is significantly influencing the employee turnover intention.

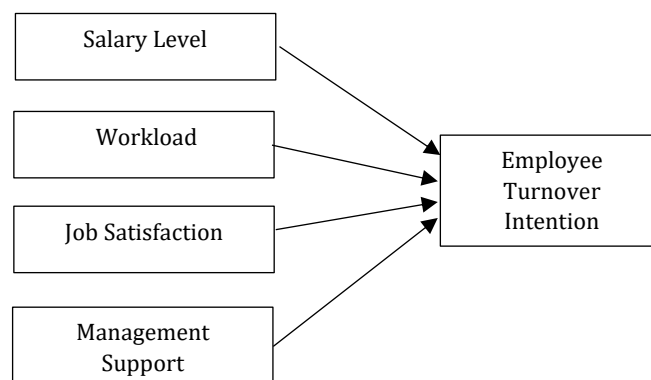


Figure 1: Research model

3. Methods

The population of this study consists of private sector employees in Selangor in the Petaling district (i.e., Bukit Raja, Damansara, and Petaling Jaya), who were conveniently selected. In particular, the study focused on the private sector from the service sector, which is one of the three economic sectors. The service sector consists of the "soft" parts of the economy—activities

in which people offer their expertise and time to grow productivity, performance, potential, and sustainability. Services include attention, advice, experience, and discussions. An online survey form was distributed to collect data because it is easy to use and cost effective. The respondents were reached through several employee associations in Malaysia. These include the Institute of Bankers Malaysia, the Association of Accredited Advertising Agents Malaysia, the Association of Environmental Consultants and Contractors in Malaysia, and the Malaysian Association of Tours and Travel Agents. This sample size was calculated based on According to Roscoe (1975), an appropriate sample size should be between 30 and 500 respondents. The sample sizes of more than 500 respondents tended to be error-prone and unsuitable.

One hundred respondents provided feedback on the distributed survey form, which was considered to be sufficient and appropriate. The respondents' perceptions were measured using a 5-point Likert scale. The Likert scales offer a standardized format for collecting responses, ensuring that all respondents answer the same questions similarly (Cummins & Gullone, 2000). The measurement items were adapted from previous studies, such as Dabke et al. (2008) (salary level), Lantican (2021) (workload), Spector (1997) (job satisfaction), Li et al. (2017) (management support), and Landau and Hammer (1986) (turnover intention). Table 1 summarizes the measurement items of the study as well as the normality and reliability results.

Table 1: Measurement items, reliability, and normality results

Items	Skewness	Kurtosis	Cronbach's Alpha
Salary level	0.020	-0.809	0.827
SL1 I am pleased with the salary I earn for my work.			
SL2 My salary reflects the effort I put into my job.			
SL3 My salary is fair compared to others in my industry.			
SL4 My company provides adequate bonuses and incentives.			
SL5 My salary matches the responsibilities of my job.			
Workload	-0.052	-0.564	0.864
HW1 I often feel exhausted by the amount of work I have been assigned to me.			
HW2 My workload requires me to work overtime regularly.			
HW3 The tasks I am assigned are too demanding for my position.			
HW4 I feel stressed because of the excessive workload.			
HW5 The workload at my job affects my work-life balance.			
Job satisfaction	-0.069	-0.459	0.912
JS1 In general, I am delighted with my job.			
JS2 My work is enjoyable and meaningful.			
JS3 My job provides me with a sense of success.			
JS4 I feel motivated to come to work every day.			
JS5 I am pleased with the level of appreciation I obtain for my work.			
Management Support	-0.060	-0.855	0.941
MS1 Management genuinely cares about my well-being and job satisfaction.			
MS2 My managers are approachable and open to discussing concerns or issues.			
MS3 I trust management to make decisions in the company's and its employees' best interests.			
MS4 The management team communicates clearly and effectively with employees.			
MS5 The management team acknowledges and rewards employees for their hard work and support.			
Turnover Intention	-0.217	-0.847	0.921
TI1 I often think about leaving my current job.			
TI2 I am enthusiastically looking for another job.			
TI3 I intend to resign from my current job within the following year.			
TI4 There are better job opportunities for me outside of this company.			
TI5 I have considered leaving my current job due to dissatisfaction with my work environment.			

This study uses Descriptive, correlation, and regression analyses were performed using IBM SPSS Statistics 29 software to analyze the results. Based on the results shown in Table 1, all variables showed acceptable Cronbach's alpha values above 0.70 (Chin, 1998). Thus, reliability assumptions are made. Next, the normality assumption is observed using skewness and kurtosis. According to Kline (2005), the data are normal if the skewness and kurtosis range from -3 to +3 and -10 to +10, respectively. Based on the results in Table 1, this study fulfilled the normality assumption.

4. Findings

4.1 Validity assessment

The acceptable value in the KMO statistic must be more than 0.50 (Yong & Pearce, 2013). Simultaneously, Bartlett's sphericity test analyzes the existence of a correlation between variables. If the significance value of Bartlett's test of sphericity was lower than 0.05, the analysis was continued to the next level. As shown in Table 2, the KMO value exceeds 0.90 (0.913), and the Bartlett test of sphericity value is significant at 0.000, indicating that the data is suitable for validity assessment. Component analysis with the varimax rotation test was carried out. Table 2 shows that the value of all items was more than 0.50, and all items were tapped into their constructs.

Table 2: Factor analysis results

	Component				
	1	2	3	4	5
HW1				0.770	
HW2				0.775	
HW3				0.781	
HW4				0.783	
HW5				0.728	
SL1					0.506
SL2					0.725
SL3					0.717
SL4					0.736
SL5					
JS1		0.730			
JS2		0.732			
JS3		0.669			
JS4		0.541			
JS5		0.730			
MS1	0.749				
MS2	0.758				
MS3	0.814				
MS4	0.770				
MS5	0.807				
TI1			0.748		
TI2			0.837		
TI3			0.845		
TI4			0.752		
TI5			0.647		

Note: Kaiser-Meyer-Olkin Measure of Sampling Adequacy =0.913; Approx. Chi-Square=2001.992; df=300; Sig.=0.000

4.2 Demographic profiles

Detailed information on the participants' demographic profiles is presented in Table 3. A total of 100 respondents from among private sector employees in Selangor were involved in this study. Most respondents were female, and 62 (62%) were female. A total of 38 respondents (38%) were

male, and 59 respondents (59%) were aged below 25 years. Thirty respondents (30%) were aged between 26 and 35 years. Six respondents (6%) were 36–45 years old. In addition, the age group above 46 years comprised five respondents (5%). Next, most respondents (43 %) had a bachelor's degree qualification. This was followed by a diploma (38%), Sijil Pelajaran Malaysia (SPM) (12%), a master's degree (4%), and a PhD (3%). Forty-eight respondents (48%) had less than 1 year of work experience in their current company. Then, 25 respondents had less than one working experience in their current company (25%). A total of 16 respondents (16%) had 4–6 years of work experience. Respondents with more than ten years of work experience, and five respondents (6%) had seven to ten years of respondents (5%).

Table 3: Demographic profiles of respondents

		Frequency (n)	Percentage (%)
Sex	Male	38	38.0
	Female	62	62.0
Age	Below 25 Years	59	59.0
	26 - 35 Years	30	30.0
	36 - 45 Years	6	6.0
	Above 46 Years	5	5.0
Highest Educational Level	PhD	3	3.0
	Master's degree	4	4.0
	Bachelor's degree	43	43.0
	Diploma	38	38.0
	Sijil Pelajaran Malaysia (SPM)	12	12.0
Years of Service	Less than 1 year	25	25.0
	1 - 3 years	48	48.0
	4 - 6 years	16	16.0
	7 - 10 years	5	5.0
	More than 10 years	6	6.0

4.3 Assessment of employee turnover intention

The mean level is assessed based on the three levels, specifically, 1.00 – 2.50 (low level), 2.51 – 3.50 (medium level), and 3.51 – 5.00 (high level). Table 4 summarizes the responses to turnover intention. Overall, respondents' turnover intention was at the medium level.

Table 4: Level of Turnover Intention

Items	Mean	SD	Min	Max	Level
I often think about leaving my current job.	3.140	1.392	1.00	5.00	Medium
I am actively looking for another job.	3.210	1.423	1.00	5.00	Medium
I intend to resign from my current job within the following year.	3.000	1.385	1.00	5.00	Medium
There are better job opportunities for me outside of this company.	3.600	1.325	1.00	5.00	High
I have considered leaving my current job due to dissatisfaction with my work environment.	2.800	1.325	1.00	5.00	Medium
Turnover Intention	3.150	1.195	1.00	5.00	Medium

Note: 1.00-2.50, low; 2.51-3.50, medium; 3.51-5.00, high.

4.4 Pearson correlation analysis

The Pearson correlation coefficient (r) ranges from -1 to 1, and each value provides insight into the nature and strength of the relationship between the two variables. In interpreting the results, 0.7 to 1 or -0.7 to -1 indicates a strong correlation, 0.3 to 0.7 or -0.3 to -0.7 reflects a moderate correlation, and 0 to 0.3 or -0.3 to 0 indicates a weak correlation. Based on the results in Table 5, a moderate negative relationship exists between salary level and turnover intention ($r=-0.642$, $p=0.000$). Next, a moderate positive relationship existed between heavy workload and turnover intention ($r=0.494$, $p=0.000$). Moreover, a moderate negative relationship exists between job satisfaction and turnover intention ($r=-0.562$, $p=0.000$). Finally, a moderate negative relationship

exists between management support and turnover intention ($r=-0.620$, $p=0.000$). Thus, all the hypotheses are accepted. The results are presented in Table 5.

Table 5: Correlation results

Variable		Turnover Intention	Hypotheses
Salay Level	Pearson Correlation	-0.642**	H1 accepted
Workload	Pearson Correlation	0.494**	H2 accepted
Job Satisfaction	Pearson Correlation	-0.562**	H3 accepted
Management Support	Pearson Correlation	-0.620**	H4 accepted

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

4.5 Multiple regression analysis

Based on Table 6, the study first examined multicollinearity, which refers to the occurrence of a linear relationship between the independent variables in a multiple linear regression model. The variance inflation factor (VIF) and tolerance (TOL) were used to detect the existence of multicollinearity in the regression model. If the VIF value exceeds four or the tolerance is less than 0.20, multicollinearity is problematic (Hair et al., 2010). The results revealed that there was no multicollinearity problem. The R -Square value of 0.503 shows that the 50.3% independent variable influences salary level, heavy workload, job satisfaction, and management support on employee turnover intention. The remaining variables were influenced by other variables but not by the linear regression model. The regression results showed that workload was the most significant predictor of turnover intention ($\beta=0.239$, $p=0.003$, $p<0.05$).

Table 6: Regression results

Variables	β	p -value	Tolerance	VIF
Salay Level	-0.320	0.003	0.442	2.260
Workload	0.239	0.003	0.799	1.251
Job Satisfaction	-0.090	0.434	0.380	2.633
Management Support	-0.239	0.040	0.378	2.643
R^2	0.523			
Adjusted R^2	0.503			
F Change	26.009			
Sig.	0.000			

5. Discussion

The results showed that the turnover intention level was medium. This result reminds organizations to prepare for succession planning, as employees generally believe that there are better opportunities elsewhere and some of their employees are actively looking for other job opportunities. The medium level is also a marker that employees will not be presenting their duties diligently to support the efforts and goals of the organization (Faheem et al., 2022).

Second, meaningful relationships existed between salary level, workload, job satisfaction, management support, and turnover intention. This finding is consistent with those of previous studies (Anees et al. (2021); Elshahoryi et al. (2022); Ingsih et al. (2022) Kmiecik, (2022); Lazzari et al. (2022); Saeed et al. (2023); Vizano et al. (2021). This study contributes to and adds new insights because it examined the context within the Malaysian private sector and includes both hygiene and motivator factors. The results revealed that the most significant predictors were hygiene factors (workload and salary level). This is followed by motivator factors such as

management support and job satisfaction. Workload is the most substantial predictor of employee turnover intention. This result is reliable compared to previous studies (e.g., Anees et al., 2021; Alzoubi et al., 2024). Muhammad et al. (2021) stated that the workload assigned to employees causes dissatisfaction with the organization. This situation affects employees' performance. This statement is supported by Mansour and Sharour (2021), who believe that employee performance will decrease if an employee is dissatisfied with the work given. Anees et al. (2021) also stated that a high workload can affect work quality and productivity, because work cannot be done efficiently and can negatively affect employees' physical and mental health.

As an implication, the inclination toward employee turnover among employees is something that an organization needs to surmount. The findings indicate that management needs to ensure that hygiene factors are met to prevent employee turnover and job dissatisfaction. Unrealistic workloads are among the leading causes of stress in workplaces. Organizational leaders need to ensure that the distribution of tasks is done fairly and consider individual capacity (Udod et al., 2021). In addition, providing training or skill development to employees can help them feel more confident when facing job challenges (Bartram et al., 2023). For example, a manager can hold workshops on time management or decision-making techniques to help employees work more efficiently. In addition to the organizational approach, employees can manage stress through various strategies. Moreover, the organization needs to diversify its employee rewards. This is because the diversity of rewards is closely related to the organization's attempts to meet the economic needs of employees (Sharif et al., 2021). The rewards presented are not only in the form of wages, but also involve prospects to acquire personal potential, such as having a professional certificate related to their field of work (Azlan & Noor, 2024). This opportunity increases the value of employees' current skills and abilities and makes them feel appreciated (Wu & Liu, 2022).

On the other hand, organizations must focus on motivator factors, since they also satisfy and motivate employees. By meeting these needs, companies can achieve higher output because employees are more productive and work better. These factors contribute to employees' psychological growth. Therefore, if a company can provide incentives or programs to satisfy these needs, employees will be enthusiastic about doing their tasks and jobs better (Ali & Anwar, 2021). Company policies must be fair and transparent, and working conditions must be safe and comfortable (Peramatzis & Galanakis, 2022). Consistent organizational support can create a conducive work environment for employees (Self et al., 2022). In addition, management must provide ongoing programs and training to increase the value of work (Self et al., 2022; Zakarani & Mohd Noor, 2021). The organization must encourage open communication by fostering a culture in which employees feel comfortable conveying their concerns and providing feedback (Kmieciak, 2022). Employers need to obtain input from employees regularly through surveys, focus groups, or one-on-one meetings. Next, they could establish official channels for collecting feedback, such as regular employee surveys, suggestion boxes, and anonymous reporting systems (Amirzan & Noor, 2024). Encouraging a healthy work-life balance by applying flexible work arrangements, promoting wellness programs, and suppressing excessive overtime can help inhibit burnout and strengthen job satisfaction (Huang et al., 2021).

6. Conclusion

Turnover intention has become a key global issue. Turnover intention often correlates with stress, pressure, workload, and other factors. For the first objective, the study observed that the level of turnover intention was moderate. Second, salary level, workload, job satisfaction, and management support were substantially related to turnover intention. Consequently, the independent variables contributed to 50.3% of the variance in turnover intention. The findings of this study provide an opportunity for organizations to reassess their employment policies to identify factors that negatively influence employee job satisfaction and organizational commitment. Support, such as accepting employee opinions, requiring occasions for further

education, and caring for employee welfare, are among the incentives that can increase organizational commitment and job satisfaction (Alzoubi et al., 2024; Gupta et al., 2022). This study has several limitations that need to be noted. This study only focuses on private sector employees in specific districts in Selangor and does not include other states in Malaysia. Hence, future studies should be performed in other countries. Future researchers could also investigate other variables that contribute to turnover intention, such as promotion fairness, leadership style, and motivation. This study applied a cross-sectional survey and did not comprehensively express the relationships between the variables. Therefore, future studies should use longitudinal and qualitative research methods to test the relationships between variables.

Acknowledgment: The data and analysis of this study were part of an undergraduate final year dissertation submitted by Akmar Hafizza Mohd Zamnuri to the Faculty of Administrative Science and Policy Studies, Universiti Teknologi MARA (UiTM). The authors are grateful to the participants of this study.

Funding statement: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Ethical compliance: All participants involved in this study were fully informed about the nature, purpose, and procedures of the research. Participation was entirely voluntary, and informed consent was obtained from each participant prior to their involvement in the study. Participants were made aware of their right to withdraw from the study at any point without any consequences.

Data access statement: Research data supporting this publication are available upon request to the corresponding author.

Conflict of interest declaration: The authors declare that they have no affiliations with or involvement in any organization or entity with any financial interest in the subject matter or materials discussed in this manuscript.

Author contributions: Akmar Hafizza Mohd Zamnuri and Nurul Hidayana Mohd Noor contributed to the design and implementation of the research, Akmar Hafizza Mohd Zamnuri to the analysis of the results and to the writing of the manuscript. Nurul Hidayana Mohd Noor conceived the original and supervised the project.

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