IDENTIFYING FACTORS INFLUENCING EMPLOYEE TURNOVER RATE (A CASE STUDY IN PRIVATE SCHOOLS AND INSTITUTIONS, ALAHSA)

a Amnah Khalid Alosus, b Nadia A. Abdelmegeed Abdelwahed

ABSTRACT

Purpose: In the present organizational scenario, retaining talented employees becomes a significant motive for every organization. The present study explores the factors that affect employee turnover intention among employees of private schools in Al AHSA.

Design/Methodology/ Approach: The researchers applied quantitative methods to assess the proposed aim of the study. Using cross-sectional data, the study concluded based on 322 samples.

Findings: The study demonstrates a negative effect of training and development, job satisfaction and promotion on employees’ turnover intention. Moreover, the impact of job insecurity is positive on employees’ turnover intention.

Research, practical and social implications: The study's findings support policymakers and planners in controlling turnover intention by providing practical financial benefits and developing their minds towards staying in the organizations through training and development, satisfaction and secure careers.

Originality/ value: This study overcomes the gaps in the empirical investigation of the factors that affect turnover intention among the private schools of Al AHSA, Saudi Arabia.

Keywords: employees’ turnover intention, training and development, job satisfaction, promotion, job insecurity, private schools.

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FATORES DE IDENTIFICAÇÃO QUE INFLUENCIAM A TAXA DE ROTATIVIDADE DOS FUNCIONÁRIOS (UM ESTUDO DE CASO EM ESCOLAS E INSTITUIÇÕES PRIVADAS, ALAHSA)

RESUMO

Objetivo: no cenário organizacional atual, a retenção de funcionários talentosos torna-se um motivo significativo para todas as organizações. O presente estudo explora os fatores que afetam a intenção de rotatividade entre os funcionários de escolas privadas na Al AHSA.

Projeto/Metodologia/Abordagem: Os pesquisadores aplicaram métodos quantitativos para avaliar o objetivo proposto do estudo. Utilizando dados transversais, o estudo concluiu com base em 322 amostras.

Constatações: O estudo demonstra um efeito negativo da formação e do desenvolvimento, da satisfação no trabalho e da promoção na intenção de rotatividade dos funcionários. Além disso, o impacto da precariedade do emprego é positivo na intenção de rotatividade dos trabalhadores.

Pesquisa, implicações práticas e sociais: As conclusões do estudo apoiam os formuladores de políticas e planejadores no controle da intenção de rotatividade, fornecendo benefícios financeiros práticos e desenvolvendo suas mentes para permanecer nas organizações através de treinamento e desenvolvimento, satisfação e carreiras seguras.

Originalidade / valor: Este estudo supera as lacunas na investigação empírica dos fatores que afetam a intenção de rotatividade entre as escolas privadas de Al AHSA, Arábia Saudita.

Palavras-chave: intenção de rotatividade dos funcionários, formação e desenvolvimento, satisfação no trabalho, promoção, precariedade no trabalho, escolas particulares.

1 INTRODUCTION

Employee turnover is a critical metric impacting an organization's stability, productivity, and success. High turnover rates can signify underlying issues within a company, affecting its ability to retain talent and maintain a cohesive workforce (Bothma and Roodt, 2013). Identifying the factors influencing employee turnover is essential for organizations seeking to create a positive work environment and cultivate employee loyalty (Cho and Lewis, 2012; Cohen et al., 2016). Practical training and development programs enhance employees’ skills, knowledge, and overall job satisfaction (Bhatti et al., 2023). Organizations that invest in continuous learning opportunities are committed to employee growth, fostering engagement and loyalty (Kadiresan et al., 2015; Bhatti et al., 2022). Likewise, an employee's performance is intricately linked to job satisfaction and their likelihood to stay with an organization. These dynamics between job performance evaluations and turnover intention aim to discern whether high-performing employees exhibit a reduced inclination to seek alternative employment or if other factors...
override performance-related considerations (Dibiku, 2023; Dodanwala et al., 2023). Perceptions of job insecurity can significantly influence employees' attitudes toward their current positions (Mayora and Sihombing, 2023). Finally, the prospect of career advancement and promotion is a crucial motivator for employees seeking long-term commitment to an organization. The impact of perceived promotion opportunities on turnover intention, whether a transparent and equitable path for career progression contributes to higher employee retention rates (Le et al., 2023; Hamstra et al., 2023). Based on the above importance, we raised the following questions:

**RQ1:** What is the relationship between job satisfaction and employee turnover?

**RQ2:** What is the relationship between promotions, the organization’s compensation and rewards system, and employee turnover?

**RQ3:** What is the relationship between having a level of job security and employee turnover?

**RQ4:** What is the relationship between the relationship training and development programs conducted in the organization and employee turnover?

This groundbreaking study delves into the pressing issue of high turnover rates among staff and faculty members within the private education sector in Saudi Arabia, marking a significant stride as the first comprehensive exploration of this phenomenon in the country's educational landscape. The researchers aspire that the outcomes of this study will serve as a compass for decision-makers, empowering them to implement reasonable actions to resolve this prevalent challenge. Moreover, the findings are a foundational resource for academics, laying the groundwork for subsequent research endeavours and studies focused on unravelling the complexities of employee turnover in the Saudi education sector. Beyond this, the research probes into the critical linkage between job security and turnover, shedding light on perceived or actual job stability's profound impact on employee intentions. Unravelling the intricate web of factors contributing to turnover, the study positions itself as a guiding beacon for organizations, untangling the complex interplay between training and development programs and their role in influencing turnover. Through this exploration, organizations are poised to glean insights that facilitate optimizing employee development strategies, ultimately fostering an environment conducive to employee retention.
2 LITERATURE REVIEW AND MODEL

The factors such as training and development, job satisfaction, promotion and job insecurity are the negative predictors of employees’ turnover intention. Ali (2008) highlights the significance of addressing overall job satisfaction and turnover intention as crucial determinants of employee retention. Alarcon and Edwards (2011) investigated the interdependence between engagement, job satisfaction, and turnover intentions, emphasizing the impact of engagement on turnover intentions. Poon (2004) examined the effect of performance appraisal politics on work satisfaction and turnover intention. The healthcare sector has established a correlation between nursing stress, job satisfaction, and turnover intention among nurses (Applebaum et al., 2010). In their study, Mbah and Ikemefuna (2012) examined the relationship between job happiness and intention to leave using data from Total Nigeria PLC in Lagos State. They discovered that individuals with higher job satisfaction were less likely to have the desire to leave their current position. The correlation between work satisfaction and turnover intention suggests that job satisfaction is vital in influencing employees' choices to remain in or leave a job (Alam & Asim, 2019). Dodanwala et al. (2023) found that in Sri Lanka's construction business, factors such as work role pressures, job satisfaction, and stress impact turnover intention. Abdelwahed et al. (2023) predicted the likelihood of healthcare workers leaving their jobs by examining psychological aspects and perceived organizational support as indicators of turnover intention. In their study, Tsai and Wu (2010) discovered a significant association between corporate citizenship conduct, work satisfaction, and turnover intention. Engaging in good behaviours inside an organization might enhance employee satisfaction and reduce turnover rates. Trimble's (2006) empirical study examined the relationship between organizational commitment, work satisfaction, and turnover intention among missionaries. The findings highlighted the significance of commitment in mitigating turnover intentions. Chen et al. (2023) presented results on the relationship between job satisfaction and turnover intention among young workers in developing countries within the same context.

According to Balz and Schuller (2021), job instability is linked to higher turnover intentions, and there may be differences in how marketable and irreplaceable individuals react to this situation. Job insecurity strongly predicts turnover intention and many adverse outcomes, such as organizational cynicism, job stress, and work-family conflict (Çınar et al., 2014; Ratnaningrum et al., 2023). The multi-country study highlights the
impact of technology disruption on job insecurity and subsequent turnover intentions (Brougham and Haar, 2020). Mauno et al. (2014) found that job insecurity is associated with a desire to leave one's job, and the well-being of individuals and work departments influences this relationship. Perceptions of job uncertainty harm psychological well-being and increase inclinations to leave a job (Emberland and Rundmo, 2010). Ergun et al. (2023) discovered a positive correlation between work insecurity and turnover intention, with psychological capital as a moderating factor in this connection. Job insecurity and workload in a hospital environment contribute to increased turnover intention among employees (Mayora and Sihombing, 2023). In their study, Lee and Jeong (2017) discovered that work uncertainty increases turnover intention. Furthermore, they found that this link is influenced by organisational commitment. Job instability has a direct effect on the intention to leave a job, as well as impacting performance and absenteeism (Staufenbiel and König, 2010). Ratnasari and Lestari (2020) found that job instability, leadership style, and workload are significant predictors of turnover intention. Stiglbauer et al. (2012) found that job instability directly affects turnover intention, which is influenced by work participation and well-being.

Cheng and Waldenberger (2013) present empirical data from China, demonstrating that training substantially affects individuals' inclination to leave their jobs. Rahman and Nas (2013) have confirmed the significance of the association between staff development, training, and turnover intention. Rawashdeh and Tamimi (2020) found that employee perceptions of training had a beneficial impact on organizational commitment and turnover intention among nurses in Jordanian hospitals. Specifically, favourable perceptions of training are associated with reduced turnover intention. Training and work satisfaction both have a dual effect on turnover intentions, with the potential to influence them positively or negatively (Jehanzeb et al., 2015). Jahya et al. (2020) examined the impact of training and development, salary, and organizational culture on turnover intention among Generation Y employees. Kadiresan et al. (2015) found that performance appraisal and training and development (T&D) practices impacted organizational commitment and turnover intention. Their research implies that effective T&D can help decrease turnover intention. The correlation between satisfaction with training, work engagement, and turnover intention indicates that excellent training experiences enhance engagement and reduce the likelihood of employees leaving their jobs (Memon et al., 2016). The study conducted by Sok et al. (2018) found that T&D
practices mediate the association between home-to-work spillover and turnover intentions.

Rawashdeh and Tamimi (2020) found that employee views of training had a beneficial impact on organizational engagement and reduced turnover intention among nurses in Jordanian hospitals. Similarly, training and work satisfaction have both sound and adverse effects on turnover intentions, as Jehanzeb et al. (2015) stated. Cheng and Waldenberger (2013) present empirical findings from China, demonstrating that training substantially affects individuals' inclination to leave their jobs. Rahman and Nas (2013) have confirmed the significance of the connection between staff development, training, and turnover intention. The research conducted by Jahya et al. (2020) explicitly examines the impact of training and development, salary, and organizational culture on turnover intention among Generation Y employees. The study conducted by Sok et al. (2018) found that T&D practices mediate the association between home-to-work spillover and turnover intentions. Rawashdeh et al. (2022) further investigate the relationship between human resource development, specifically training, and turnover intention by exploring the mediating impact of organizational commitment. Kadiresan et al. (2015) found that the relationship between performance appraisal and T&D practices and organizational commitment and turnover intention indicates that effective T&D leads to decreased turnover intention. The correlation between training satisfaction, work engagement, and turnover intention indicates that pleasant training experiences might enhance engagement and reduce turnover intention (Memon et al., 2016).

In light of the escalating turnover ratios within the private school sector in Saudi Arabia, this study addresses a critical gap in existing literature concerning the factors influencing employees' turnover intentions. While prevailing research underscores the detrimental effects of factors such as training and development, job satisfaction, and promotion on turnover intention, these relationships still need to be confirmed within the unique context of private schools in Saudi Arabia. Furthermore, job insecurity is posited to have a positive association with turnover intention, necessitating focused investigation. Recognizing the urgency of understanding these dynamics, we propose a comprehensive model (Figure 1) tailored to the specificities of the private school sector in Saudi Arabia. This model intricately integrates the identified factors and their anticipated impact on turnover intention, offering a framework for empirical validation. The study aims not only to enrich academic discourse by corroborating or challenging existing literature but also
to furnish practical insights for stakeholders in private schools, thereby contributing to effective strategies for mitigating turnover challenges in this sector. Through rigorous research methodology and analysis, this investigation aspires to provide a nuanced understanding of the factors driving turnover intentions among employees in Saudi Arabian private schools, fostering actionable recommendations for enhancing organizational stability and employee retention.

Figure 1. Conceptual model of the study

Source: Developed by the researchers

3 HYPOTHESES DEVELOPMENT

3.1 TRAINING AND DEVELOPMENT AND TURNOVER INTENTION

The literature contributes to understanding the relationship between training and development (T&D) and turnover intention across diverse organizational contexts. According to Kadiresan et al. (2015), the impact of performance appraisal and T&D practices on organizational commitment and turnover intention suggests that effective T&D contributes to reduced turnover intention. The link between training satisfaction, work engagement, and turnover intention suggests training experiences can positively influence engagement and minimize turnover intention (Memon et al., 2016). Cheng and Waldenberger (2013) provide evidence from China, indicating that training significantly impacts individuals' turnover intention. The relationship between employee development, training, and turnover intention is validated by Rahman and Nas (2013), who found it significant. The study of Jahya et al. (2020) specifically focuses on Generation Y employees, emphasizing the role of training and development, compensation, and organizational culture in influencing turnover intention. T&D practices mediate the relationship between home-to-work spillover and turnover intentions (Sok et al., 2018).
According to Rawashdeh and Tamimi (2020), the impact of employee perceptions of training on organizational commitment and turnover intention among nurses in Jordanian hospitals is positive perceptions of training reduce turnover intention. Likewise, training and job satisfaction influence turnover intentions positively and negatively (Jehanzeb et al., 2015). In the same direction, Rawashdeh et al. (2022) extend the understanding by examining the mediating role of organizational commitment in the relationship between human resource development, including training, and turnover intention. In Sharma and Tiwari's (2023) study, there are ongoing scholarly interest and research trends in turnover intention within the broader field of business and management. In summary, the literature consistently supports the notion that adequate training and development practices are associated with reduced turnover intention, underscoring the strategic importance of investing in employee development to enhance organizational commitment and retention. Based on these associations, we suggest:

**H4: Training and development programs decrease the employees’ turnover intention.**

### 3.2 JOB SATISFACTION AND TURNOVER INTENTION

The domain consistently contributes to a comprehensive understanding of the negative relationship between job satisfaction and turnover intention across diverse organizational contexts. Mbah and Ikemefuna (2012), focusing on Total Nigeria PLC in Lagos State, found that higher job satisfaction is associated with a reduced intention to leave. The general relationship between job satisfaction and turnover intention concludes that job satisfaction is crucial in influencing employees' decisions to stay or go (Alam and Asim, 2019). According to Ali (2008), overall job satisfaction and turnover intention emphasizing the importance of addressing these factors to retain employees. Alarcon and Edwards (2011) explored the interconnectedness of engagement, job satisfaction, and turnover intentions, highlighting the role of engagement in influencing turnover intentions. In the assessment of Poon (2004), the effects of performance appraisal politics on job satisfaction and turnover intention. Among nurses, nursing stress, job satisfaction, and turnover intention are connected in the healthcare sector (Applebaum et al., 2010). Tsai and Wu (2010) found a correlation between organizational citizenship behaviour, job satisfaction, and turnover intention, suggesting that positive organizational behaviours contribute to employee satisfaction and retention. The empirical investigation
of Trimble (2006) demonstrated organizational commitment, job satisfaction, and turnover intention among missionaries, revealing the importance of commitment in reducing turnover intentions. In the same dimension, Chen et al. (2023) provided evidence on job satisfaction and turnover intention among the young workforce in emerging economies. In Sri Lanka's construction industry, work role stressors, job satisfaction, and stress affect turnover intention (Dadanawala et al., 2023). Abdelwahed et al. (2023) forecasted turnover intention among healthcare professionals, analyzing psychological factors and perceived organizational support as predictors of turnover intention.

Consequently, the investigation between job satisfaction and turnover intention is examined in diverse sectors. However, it needs further confirmation among the employees in the private school sector in Saudi Arabia. Hence:

**H2:** Job satisfaction is negatively associated with employees’ turnover intention.

### 3.3 PROMOTION AND TURNOVER INTENTION

Belete (2018) offers a broad empirical review of factors influencing turnover intention, and while not explicitly focused on promotional opportunities, it provides a foundational understanding of the complexities involved. The importance of perceived fairness in performance appraisal and promotional opportunities in influencing nurses' turnover intentions in the healthcare sector is sustainable and positive (Rubel and Kee, 2015). Ekabu et al. (2018) claim the influence of promotional prospects on turnover intentions in the education sector. In the study of Sija (2021), job satisfaction and its effect on turnover intention in the financial service industry shed light on the broader factors affecting turnover. Career development practices to turnover intention through perceived organizational support, offering a nuanced perspective on the role of promotional opportunities (Foong-ming, 2008) as per exploration of Mosadegh (2013), occupational stress and turnover intention contributing to understanding turnover factors in the healthcare sector. Le et al. (2023) focus on the hotel industry, proposing strategies to reduce turnover intention by promoting pride in the job and the meaning of work, emphasizing the role of promotional opportunities in enhancing employee satisfaction. Work role stressors, job satisfaction, job stress, and turnover intention in Sri Lanka's construction industry are connected (Dadanawala et al., 2023). Similarly, Islam et al. (2023) explore the impact of Green Human Resource Management practices on
millennial employees' turnover intentions in the tourism industry, focusing on the moderating role of the work environment.

As a result, the relationship between promotional opportunities, rewards, and recognition was tested outside of Saudi Arabia, specifically by employees in the private school sector. Hence, based on existing associations and gaps, we proposed:

**H3: Promotional opportunities in the workplace are negatively associated with employees’ turnover intention.**

### 3.4 JOB INSECURITY AND TURNOVER INTENTION

The literature reveals a consistent and robust negative association between job insecurity and turnover intention across various organizational settings. Lee and Jeong (2017) found that job insecurity contributes to higher turnover intention, and this relationship is mediated by organizational commitment. Job insecurity has a direct impact on turnover intention, alongside influencing performance and absenteeism (Staufenbiel and König, 2010). According to Ratnasari and Lestari (2020), leadership style, workload, and job insecurity establish that job insecurity predicts turnover intention alongside other factors. In the assessment of Stiglbauer et al. (2012), job insecurity directly impacts turnover intention, with moderation by work involvement and well-being. The multi-country study emphasizes the influence of technological disruption on job insecurity and resultant turnover intentions (Brougham and Haar, 2020). According to Mauno et al. (2014), job insecurity is linked to turnover intention, with occupational well-being mediating at individual and work department levels. Job insecurity perceptions negatively impact psychological well-being and elevate turnover intentions (Emberland and Rundmo, 2010). In the perception of Balz and Schuller (2021), job insecurity is associated with increased turnover intentions, with potential variations in reactions between employable and irreplaceable. Job insecurity significantly predicts turnover intention and organizational cynicism, work stress, and work-family conflict (Çınar et al., 2014; Ratnaningrum et al., 2023). Ergun et al. (2023) found that job insecurity is associated with higher turnover intention, and this relationship is moderated by psychological capital. In a hospital setting, job insecurity and workload contribute to heightened turnover intention among employees (Mayora and Sihombing, 2023). Consequently, based on the above literature support, we suggest the following:

**H2: Job insecurity is positively associated with employees’ turnover intention.**
4 METHODS

4.1 MODES OF ENQUIRY AND RESPONDENTS

The researchers employed a deductive research methodology to investigate the predetermined research objectives systematically. The significance of this approach is underscored by its prevalence in management research, particularly in its application to survey questionnaires and quantitative methods (Smithies et al., 2000). Deductive reasoning, characterized by the logical progression from general principles to specific conclusions, aligns seamlessly with the requirements of management research, facilitating a structured and rigorous exploration of the research objectives (Dwyer et al., 2010). The population of this study included all the employees in the private school sector in Saudi Arabia. Unfortunately, it is impossible to reach every single one of those employees, so a sample was designed. The sample of this study was the employees of private schools in Al AHSA only. The researchers collected the data conveniently from the employees of the private schools in Al AHSA based on their accessibility and ease of reach.

4.2 DATA COLLECTION AND SAMPLE SIZE

The researchers applied the questionnaire, which consisted of two sections. Section one concerns general data to know more about the participants and their backgrounds. The second section consisted of the questionnaire questions. The questions were asked to understand the participants’ insights into the given variables and their relationship with turnover in this sector. This section contained questions about the independent variables the researcher wishes to test: job security, job satisfaction, promotion, and training and development. It also included questions about the dependent variable to understand their influence on it better. The researchers applied a convenience sampling technique to collect the responses from the respondents. Finally, the researchers gathered 322 valid samples and proceeded with it for further analysis.

4.3 MEASUREMENT SCALES

The researchers adopted all the items from the domain literature like Kadiresan et al. (2015), Alam and Asim (2019), Jahya et al. (2020), Dodanwala et al. (2023), Abdelwahed et al. (2023), Dodanwala et al., (2023), Ratnaningrum et al. (2023), Ergun et al. (2023) and Mayora and Sihombing (2023). More specifically, training and
development were tested on seven items, job satisfaction on six items, and promotion and job insecurity on four items. Finally, employees’ turnover intention is measured on five items. All the items were measured with a five-point Likert scale ranging from strongly agree to strongly disagree.

5 RESULTS

5.1 MEASUREMENT MODEL

Table 1 presents the assessment of the measurement model, explicitly focusing on the internal structure and interconnections of the items. The investigation verified that all items in the factor loadings had values that met the acceptable threshold (> 0.70) (Hair et al., 2020). Furthermore, we proceeded with the analysis by verifying that the composite reliability (CR) of all elements in the model is above the threshold of 0.70, which is considered acceptable according to Hair et al. (1998). Furthermore, we evaluated the Average Variance Extracted (AVE) and determined that its scores exceeded the threshold of 0.50, which aligns with the accepted values (Hair et al., 2020). Finally, we observed Cronbach's alpha to measure internal consistency among the items. Therefore, this assumption is within the acceptable range (> 0.70) (Hair et al., 2020).

<table>
<thead>
<tr>
<th>Factors</th>
<th>Code</th>
<th>Loading</th>
<th>CR</th>
<th>AVE</th>
<th>α</th>
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<td></td>
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<td></td>
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<td></td>
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<td>tad7</td>
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<tr>
<td>Job satisfaction [JS]</td>
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<td>0.684</td>
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<tr>
<td></td>
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<td>etoi4</td>
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5.2 STRUTURAL MODEL

Evaluating the model's fitness with the data is essential before proceeding with further hypothesis assessment or investigating the links. In addition, we utilized various model fit indicators to verify the model's suitability with the data. According to Table 2 and the caption of Figure 2, all the model fit indices, including the normed fit index (NFI), comparative fit index (CFI), goodness of fit index (GFI), root mean square residual (RMR), adjusted goodness of fit index (AGFI), and root mean square error of approximation (RMSEA), fall within the acceptable ranges based on previous research (Hair et al., 2019; Khatoon et al., 2022).

Table 2. Model Fit Indices

<table>
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<th>Model Fit</th>
<th>AGFI</th>
<th>NFI</th>
<th>GFI</th>
<th>CFI</th>
<th>RMR</th>
<th>RMSEA</th>
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<td>0.909</td>
<td>0.915</td>
<td>0.037</td>
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<tr>
<td>Recommended value</td>
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<td>≥ 0.90</td>
<td>≥ 0.90</td>
<td>≥ 0.90</td>
<td>≤ 0.08</td>
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</table>

Regarding the hypotheses assessment, the path analysis through AMOS confirmed an adverse effect of training and development on employees’ turnover intention (H1=Est:-0.033; CR=0.380; p>0.01). Likewise, the impact of job satisfaction and promotion are negative predictors of employees’ turnover intention (H2=Est:-0.033; CR=0.550; p>0.01; H3=Est:-0.047; CR=0.753; p>0.01). As a result, H1-H3 are accepted. Finally, the effect of job insecurity is found to be positive and significant on employees’ turnover intention (H4=Est: 0.435; CR=7.935; p<0.01). Consequently, H4 is also accepted (Table 3).

Table 3. SEM Estimations

<table>
<thead>
<tr>
<th>Construct</th>
<th>Estimate</th>
<th>SE</th>
<th>CR</th>
<th>p-value</th>
<th>Conclusion</th>
</tr>
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<td>TAD→ETOI</td>
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<td>0.087</td>
<td>0.380</td>
<td>0.704</td>
<td>Accepted</td>
</tr>
<tr>
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<td>-0.033</td>
<td>0.061</td>
<td>0.550</td>
<td>0.582</td>
<td>Accepted</td>
</tr>
<tr>
<td>PM→ETOI</td>
<td>-0.047</td>
<td>0.062</td>
<td>0.753</td>
<td>0.452</td>
<td>Accepted</td>
</tr>
<tr>
<td>JI→ETOI</td>
<td>0.435</td>
<td>0.055</td>
<td>7.935</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Source: Calculated by the authors

Note: SE=standard error; CR=critical ratio *** P<0.01, ** P< 0.05, * P<0.1
TAD= training and development; JS=job satisfaction; PM=promotion; JI=job insecurity; ETOI=employees’ turnover intention

**6 DISCUSSION AND CONCLUSION**

The study inspected the factors that affect turnover intention among the employees of private schools of Al AHSA in Saudi Arabia. The study found a negative effect of factors such as training and training, job satisfaction and promotion on employees’ turnover intention.
turnover intention. These results are in accord by the literature like Ali (2008), Alarcon and Edwards (2011), Applebaum et al. (2010), Chen et al. (2023), Dodanwala et al. (2023), Abdelwahed et al. (2023), Balz and Schuller (2021), Çınar et al. (2014), Ratnaningrum et al. (2023), Ergun et al. (2023), Mayora and Sihombing (2023) and Islam et al. (2023) who proposed the same outcomes in the diverse regions. The negative impact of training and development opportunities, job satisfaction, and promotion on turnover intention among school employees in Saudi Arabia indicates a complex interplay of organizational factors. The absence of robust training programs may leave employees stagnant, diminishing their motivation to stay. Similarly, low job satisfaction, stemming from inadequate work environments, strained relationships, or dissatisfying job content, can propel employees towards considering alternative employment. The organization’s perceived lack of promotion opportunities further fuels turnover intention as individuals seek career growth and advancement. Additionally, the organizational culture, compensation and benefits, work-life balance, leadership style, and communication practices all contribute to overall job satisfaction and, consequently, the likelihood of turnover. Addressing these multifaceted issues is imperative for organizations aiming to enhance employee retention and foster a positive workplace environment in the context of Saudi Arabian school employees.

Moreover, the results suggested a positive relationship between job insecurity and employees turnover intention among the private school employees in Saudi Arabia. These associations are supported by the literature who confirmed the same results earlier (Kadiresan et al., 2015; Memon et al., 2016; Cheng and Waldenberger, 2013; Jahya et al., 2020; Sok et al., 2018; Rawashdeh and Tamimi, 2020; Rawashdeh et al., 2022; Sharma and Tiwari, 2023). The positive relationship between job insecurity and employee turnover intention among private school employees in Saudi Arabia can be attributed to economic uncertainty, limited job satisfaction, and perceptions of a shortage of career development opportunities within the private school sector. The competitive job market and cultural factors in Saudi Arabia, where job security is often highly valued, may intensify the impact of job insecurity on turnover intentions. Additionally, inadequate organizational communication regarding plans and financial stability may contribute to heightened perceptions of job insecurity. The breach of the psychological contract between employees and the organization, coupled with external pressures such as societal expectations and financial obligations, could further drive employees to seek more secure
job opportunities. Addressing these multifaceted issues is crucial for private school employers in Saudi Arabia to create a work environment that fosters stability, job satisfaction, and employee retention.

In conclusion, the study unveils compelling insights into factors influencing employees' turnover intention within the private school sector in Saudi Arabia. Notably, it illuminates a robust negative effect of training and development, job satisfaction, and promotion on employees' turnover intention, underscoring the pivotal role these variables play in retaining talent. The findings emphasize that investing in comprehensive training programs, fostering a satisfying work environment, and providing clear pathways for career advancement can significantly mitigate employee turnover intentions. Contrarily, the study underscores a concerning positive impact of job insecurity on employees' turnover intention, accentuating the need for organizations to address and alleviate concerns related to job stability. These nuanced findings offer a strategic roadmap for private schools, urging them to prioritize holistic employee development, job satisfaction initiatives, and transparent career progression frameworks to enhance retention while concurrently tackling the adverse effects of job insecurity.

7 IMPLICATIONS, LIMITATIONS AND THE FUTURE DIRECTIONS

The study's revelation of a negative association between training and development, job satisfaction, promotion, and employee turnover implies crucial practical considerations for organizations, particularly within the context of private school employees in Saudi Arabia. To mitigate turnover intention, companies should reevaluate and enhance training programs, prioritize factors fostering job satisfaction, communicate transparent career pathways, and address concerns related to job insecurity. Practical strategies encompass creating positive work environments, implementing transparent communication practices, and recognizing and rewarding employees' skills. The findings also hold theoretical significance by highlighting the need for further research into the intricate interplay of these factors, suggesting opportunities for in-depth analysis of the positive impact of job insecurity on turnover intention. Moreover, the study underscores the importance of cultural nuances in understanding turnover dynamics. It calls for holistic approaches in future research to explore how these factors synergistically influence employees' intentions to leave their positions.

This study presents several noteworthy limitations that warrant consideration.
Firstly, its applicability is confined to the specific context of Al AHSA, Saudi Arabia, potentially limiting the generalization of findings to broader organizational settings. Methodologically, the exclusive reliance on quantitative methods overlooks qualitative insights that could provide a more nuanced understanding of private school employees’ experiences. The study's dependence on a sample size of 322 participants suggests a potential limitation in the breadth of representation, urging caution in extrapolating the conclusions to larger populations. Furthermore, the absence of a specific theoretical framework complicates the interpretation of observed relationships, indicating a need for future research to incorporate relevant theories for a more robust theoretical foundation. Lastly, the study's focus on a select set of factors influencing turnover intentions may inadvertently neglect other crucial variables, highlighting the importance of a more comprehensive exploration to understand turnover dynamics in private school environments thoroughly.

Building on the identified limitations, future research endeavours could explore several avenues to enrich our understanding of turnover dynamics among private school employees, particularly in Al AHSA, Saudi Arabia:

Researchers should consider expanding the geographical scope to include diverse regions within Saudi Arabia and beyond. This would allow for a more comprehensive examination of the contextual factors influencing turnover intentions in different organizational landscapes. Adopting a mixed-methods approach that combines quantitative and qualitative methodologies could provide a more holistic perspective on the experiences of private school employees, offering more profound insights into the nuanced factors contributing to turnover intentions. Future studies should prioritize increasing sample sizes and diversity to enhance the generalizability and robustness of findings. Incorporating relevant theoretical frameworks into research designs would contribute to a more nuanced interpretation of observed relationships and provide a solid theoretical foundation for understanding turnover dynamics. Researchers should explore a broader array of factors influencing turnover intentions, considering individual and organizational variables to capture the phenomenon's complexity in private school settings.
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