

## A study on technical employees' intention to leave a job a case study of X Tire manufacturing company

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### Abstract

Talent is the most important strategic resource in the development of enterprises, and effective management is the most important thing to enhance the core competitiveness of enterprises. The company should not only focus on recruiting new employees but should explore the real reasons behind the resignation of old employees and find ways to avoid the resignation of skilled employees, which also puts higher requirements on the company's technology accumulation. By collecting and analyzing data through questionnaire survey, this study deeply analyzed the reasons behind the brain drain, and proposed corresponding win-win countermeasures, which not only enabled technical talents to fully enhance their personal value, but also strengthened the company's attraction to employees, retained technical backbone talents, improved the current situation of enterprise talents' turnover intention, and controlled the turnover intention rate of talents. Reduce the impact of skilled employees' turnover intention (work) on enterprise development.

**Keywords:** Reason for Intention to leave (job), Intention to resign, Brain drain, Job satisfaction, sustainable management of enterprise.

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## Introduction

The stability of the technical talent team is the main body of enterprise development, and the increasingly refined production requirements and advanced technology research and development are undertaken by all personnel in the technical system. The stability of the technical talent team directly affects the high-quality and sustainable development of the enterprise. Nowadays, the Intention to technical personnel has become a common phenomenon, especially the loss of grassroots technical personnel and frequent "job hopping" of senior technical talents, which is worthy of our deep consideration. Employees are a valuable asset for an organization to carry out its activities. An organization must retain its best employees so they do not leave or move to work for another organization. The fact is that there is still a large number of employees who choose to resign and work for another organization. Especially because of employee wishes and resulting turnover (Safwan et al., 2023). If turnover is high, the organization will hire people to fill or replace those who leave e (Ahmad et al., 2022) Job satisfaction is a subject of extensive research and holds significant importance. For organizations to be successful, they must continuously ensure employee satisfaction. Ali and Anwar (2021) defined job satisfaction as the emotional state and overall sentiment of individuals toward their current employment. It is widely acknowledged that contented employees tend to exhibit enhanced effectiveness and productivity within their organizations. (According to Aburumman et al. 2020), focusing on job satisfaction enables organizations to foster positive outcomes, such as employee contentment, while reducing employee turnover. Employee turnover represents a substantial challenge for human resource management practices and organizational achievements.

This study explores the reasons that affect the Intention to technical personnel, establishes a research framework for job satisfaction and stress, welfare benefits, and technical personnel's Intention to Leave (job), and explores the on relationship between the three. According to the research framework, relevant survey questionnaires were designed, and actual research work was carried out. Conduct a questionnaire survey and specific analysis on 200 technical personnel who have worked in X Company in the past 10 years and conduct quantitative and statistical analysis of the research results. Finally, summarize the analysis results and research findings, and propose more targeted improvement measures to avoid the negative impact of high Intention to Leave (job) rates of technical employees on the development of the enterprise. To this end we have formulated three research questions:

1. To study the influence of monetary compensation on intention to leave
2. To study the influence of intrinsic job satisfaction on the intention to leave and
3. To investigate the overall impact of monetary compensation and intrinsic job satisfaction on "intention to leave".

The research results can enable enterprises to fully and truly understand the harm of technical employee Intention to Leave (job) to the company, promote effective transformation of enterprise management, improve job satisfaction and sense of happiness and honor of technical employees, strengthen their loyalty and dedication, reduce the Intention to Leave (job) rate of technical talent team, help enterprises better and stable

development, achieve a win-win situation for technical employees, and truly achieve the common development and progress of individuals and organizations.

## Literature Review and Related Research

### A. Intention to leave (job) theory

Intention to Leave (job) theory refers to the reasons and motivations for employees to leave an organization or job. (Pfeffer & O' Reilly,1987) (Bigliardi et al., 2005) Intention to leave (job) is a common phenomenon in the organization, which has certain influence on the stability and development of the organization. The financial cost of replacing a knowledge worker had been estimated to be more than a year's salary (Michaud, 2000). This is incurred in addition to the indirect loss to the company through loss of knowledge and organizational memory (Hansen et al.,1999), decreased productivity, lowered morale of existing staffs (Tziner & Birati,1996) and customer dissatisfaction (Hansen et al.,1999). Reasons for absolute Intention to leave (job) include employee personal reasons, working environment, work content, organizational culture, etc. Among them, (Heilmann et al., 2008) employees' personal reasons are one of the most common reasons, mainly: dissatisfaction with work, salary, career development, etc. The working environment is also an important factor affecting employee intention to leave (job), such as unsafe workplaces, excessive work pressure, etc. There are also many motivations for personal exit, including employees' personal development needs, career planning, work environment needs, etc. IOSR. Journal Of Humanities and Social Science (2013). According to him (Chiu & Francesco, 2003), Among them, the personal development needs of employees are one of the most common motivations, for example, employees want to improve their skills and abilities, want to seek better career opportunities, and so on.

### B. Job satisfaction

Bulińska-Stangrecka and Bagieńska (2021) defined job satisfaction as a positive emotional state that arises when one's expectations are met and one derives value from their current employment position. Other than that, according to cited in Ramadhani (2014), employee job satisfaction refers to the feeling of contentment, pleasure, and pride that one derives from one's work; employees quit their job due to reasons that include: lack of opportunities for professional development, inadequate compensation, poor work/life balance, job stress and unfair treatment (Tepper, 2007).

Intrinsic job satisfaction (Akosile and Ekemen 2022) is an unquantifiable metric defined as the positive emotional response you experience while working or coming to work. Leading organizations are now trying to measure this feeling, with intrinsic job satisfaction surveys becoming a staple in most workplaces. Common job satisfaction facets include co-workers, appreciation, benefits (Anthony Vandarakis, 2020), job conditions (Wright & Brehm, 1982), pay, promotion, supervision, and organization's policies or procedures. Job satisfaction varies from employee to employee. (Gregory, K. 2011). What helps one employee feel good about work may not work for another, Since job consists of various spectrums, job satisfaction is often conceptualized as a multidimensional construct that consists of many elements, typically called job satisfaction facets (Law et al

,1998) employee in the same workplace under the same conditions. Therefore, a multidimensional approach must be taken to improve employee satisfaction, (Lok & Crawford, 2004).

### C. Monetary compensation

Monetary compensation is various forms of remuneration received by employees for services provided to their organizations. Remuneration in a narrow sense refers to money and remuneration that can be converted into money (Anthony Vandarakis , 2020). Remuneration in a broad sense includes various non-monetary forms of satisfaction in addition to salary in a narrow sense. It can be said that good compensation and benefits can lead to job satisfaction and commitment to the organization, thereby reducing Intention to Leave (job). Attractive compensation is negatively related to Intention to Leave (job) (Gupta & Shaw, 1998) and the claim that compensation is higher than the equilibrium rate (Akerlof, 1982) because higher salaries maximize employee self-interest, which leads to higher satisfaction (Williams & Dreher, 1992) The same positive outcome is observed with generous benefits (Tsai et al.,1989). By induction, monetary compensation, including salary and all benefits, plays an important role in influencing Intention to Leave (job) intentions because it is the prevailing materialistic culture (Lim, 2010).

In the real business management environment, using cash and material to measure personal returns can be called monetary compensation (Anthony Vandarakis, 2020). If the company has no spirit and emotion, employees will feel that they have no future, dreams and sense of security, and they can only talk about money with the company, which will not give employees a sense of belonging (IOSR, 2013). In view of the above theories, if you want to retain more talents with monetary compensation, you must establish an effective system, which should include the following points:

- (1) Fairness, organically integrated with the performance system, making the system more fair;
- (2) Design the plan under the premise of ensuring that the overall monetary compensation of employees does not increase significantly.
- (3) Design the welfare system of each group to meet the needs of different types of employees

### D. Organizational commitment and Intention to Leave (job) intention

Organizational commitment refers to a state of mind that binds an individual to an organization (Meyer & Allen,1990). In contrast to linking job satisfaction to work, organizational commitment emphasizes the connection to the organization. attachment to goals and values, the individual's role in it, and attachment to the organization, rather than purely instrumental values (Cook & Wall, 1980). In essence, measuring organizational commitment is a measure of Assessment of alignment between own values and beliefs and those of the organization (Swales ,2002). By understanding commitment, practitioners will be in a better position to predict the impact of a particular policy or practice on the organization (Meyer & Allen, 1997). In a organizations, commitment will promote a stable self-concept and thus more predictable and consistent behavior and performance. Reference (Mathieu & Zajac, 1990) asserts that the more conscientious employees are, the more they exhibit role behaviors such as innovation and innovation. This is often what keeps an organization

competitive. Reference (Meyer & Allen, 1997) noted that committed employees have a higher tendency to stay in their jobs. Research has consistently supported that increased organizational commitment is positively associated with individual behaviors such as lower willingness to seek a new job and reduced Intention to Leave (job). (Meyer & Allen ,1997; Bergmann et al., 2000; James et al., 2007).

### **E. Characteristics of Technical Employees**

Knowledge-based staff Knowledge Winkelhaus et al. (2022): able to master and use symbols and concepts, the use of knowledge or information work people. In this way, technical employees belong to a special category of knowledge-based employees, they need to master specialized professional knowledge, and these professional knowledge can meet the needs of the specific post of the enterprise staff compared with ordinary staff, technical staff usually have a higher level of professional skills and knowledge, having strong self-understanding ability in knowledge learning and subjective creativity can make greater contribution to enterprise technology development. (Konigová & Urbancova, 2012) The technical personnel studied in this paper are those who have mastered systematic scientific knowledge and professional skills and can help enterprises to carry out relevant R & D and design in actual production, at the same time according to customer needs to provide related technical solutions to solve the problems encountered in production and use, and use their own knowledge to support and promote the company's technical innovation. who have more opportunities because their skills and knowledge “gives them freedom to move since(their) knowledge has a multitude of applications in the information or knowledge age”. Organizations also struggle with having to throw in more money to keep their people (Tomich, 2012).

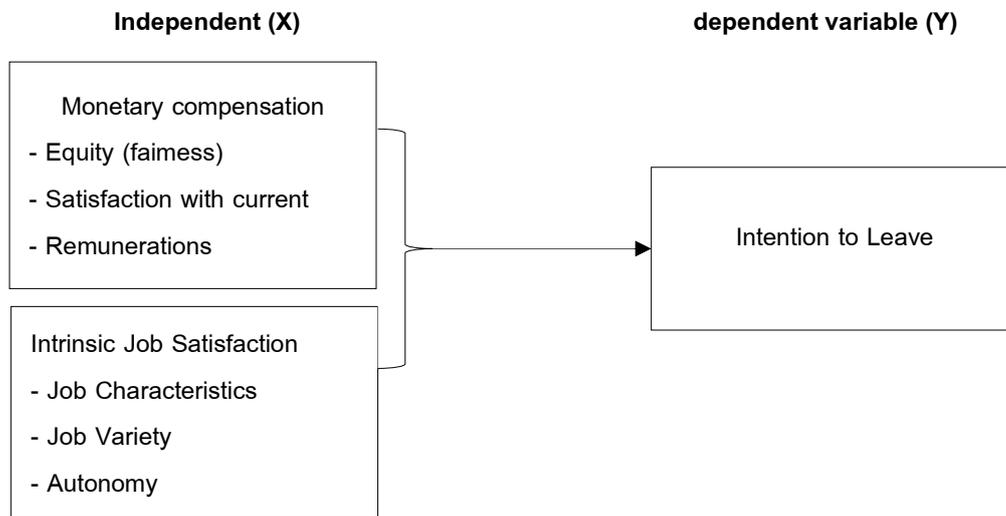
### **Hypotheses under This Study**

The purpose of this study is to explore the relationship between Intention to Leave (job) of technical employees in X Tire Production Company and influencing factors. After conducting a literature review, researchers will propose some hypotheses based on the existing structure. This study proposes two hypotheses to validate the impact of monetary compensation and intrinsic job satisfaction on the Intention to leave of the technical personnel. The following are two hypotheses:

H1 : Monetary compensation has a significant impact on the intention to leave of the technical personnel of X Tire Production Company.

H2 : Intrinsic job satisfaction has a significant impact on intention to leave of the technical staff of X Tire Production Company.

**Conceptual framework**



**Figure 1** Research framework

**Research methods**

**Types of research**

This article adopts a quantitative analysis method and obtains the specific reasons for the Intention to leave (job) of technical employees through questionnaire surveys.

**Population and sample**

1. The population is 200 employees of X tire production company.
2. The sample is 145 technicians who have worked for X tire production company, and the simple random sampling method is adopted.

**Research Tools**

The instrument used in this study is a questionnaire survey for data collection. The questionnaire is divided into the following 3 parts:

The first part: X tire production company's checklist questionnaire on respondents' gender, working years, education and other personal information factors.

The second part: the 5-interval self-assessment questionnaire on the impact of intrinsic job satisfaction, monetary compensation on intention to leave of technical personnel. There are 5 levels of recognition, which are scored according to the following scale. Rating satisfaction 5 Strongly agree, 4 relatively agree with, 3 generally agreed, 2 do not agree and 1 Strongly disagree.

The third part: Conduct a 5-level evaluation questionnaire on the turnover intention of technical personnel. There are a total of 5 levels of identification, which are rated according to the following scale. Rating satisfaction 5 Strongly agree, 4 relatively agree with, 3 generally agreed, 2 do not agree and 1 Strongly disagree.

Research tools.

The instruments prepared by the author are as follows:

1. Research and literature focusing on intrinsic job satisfaction, monetary compensation, and skilled worker turnover.
2. Use the information from Step 1 to construct the questionnaire, including the conceptual framework and definitions of terms used in the study.
3. Taking "reasons and countermeasures for technical employees' Intention to leave (job)" as the research theme, construct a questionnaire.

### **Inspection Tools and Data collection methods**

The author checked the quality of the research instruments as follows: 1) The questionnaire to an independent study consultant who will check the suitability of the questionnaire. 2) The questionnaire for assessing content validity and analyzing the Index of Congruence (IOC) between the content and questionnaires used in the study and select questions with a consistency index of 1.00. and modify questionnaire. 3) Try – out and reliability analysis.

The information collected by the author is as follows: 1) Distribute the questionnaire to 200 technicians who are working in the X tire production company, Zaozhuang city, Shandong province, and wait for the collection of the questionnaire. 2) Check the completeness of the questionnaire collection, then use the software package to classify the data and use the software Package for analyzing statistical data.

#### **Data analysis**

The authors used computer software packages to analyze the data as follows: 1) the frequency and percentage 2. Analyze the impact of each dimension of internal satisfaction on the turnover of technical employees and the impact of monetary compensation on the turnover of technical employees. 3. Verifying research hypotheses. Average Satisfaction Level: 4.46 - 5.00 Means Highest, 3.46 - 4.45 Means High, 2.46 - 3.45 Means Moderate 1.46 - 2.45 Means Low and 1.00 - 1.45 Means Lowest.

#### **Statistical methods**

The statistical method used in this study is the sampling survey method, and the statistical data are: 1. Frequency 2. Percentage 3. Arithmetic Mean 4. Standard Deviation (S) and 5. Pearson's Correlation coefficient (R)

### **Analysis of Personal Factor Data**

An analysis of personal factors, including gender, age, educational level, working experience, professional title and thought of importance of technical personnel to development of enterprises, and number of technical personnel resigning around you, was conducted for this study. The data was analyzed using frequency and percentage analysis.

Table 1 presents the number and percentage of responses.

	Personal Factor	Number	Percentage (%)
Gender	Male	83	53.90
	Female	71	46.10
	<b>Total</b>	<b>154</b>	<b>100</b>
Age	less than 25-30 years old	44	28.57
	30-40 years old	47	30.52
	40-50 years old	32	20.78
	more than 50	31	20.13
	<b>Total</b>	<b>154</b>	<b>100</b>
Educational level	Lower than high school	42	27.27
	junior college	56	36.36
	undergraduate	53	34.42
	doctoral and above	3	1.95
	<b>Total</b>	<b>154</b>	<b>100</b>
Working experience	Less than 1 year	15	9.74
	1-5 years	43	27.92
	6-10 years	29	18.83
	10-15 years	39	25.32
	Over 15 years	28	18.18
	<b>Total</b>	<b>154</b>	<b>100</b>
Professional title	technician	22	14.29
	junior engineer	49	31.82
	intermediate engineer	54	35.06
	senior engineer or above	29	18.83
	<b>Total</b>	<b>154</b>	<b>100</b>

Table 1 (Continued)

Personal Factor	Number	Percentage (%)
Do you think technical personnel are important for the development of enterprises?		
Not important	15	9.74
Generally important	24	15.58
Important	65	42.21
Very important	50	32.47
<b>Total</b>	<b>154</b>	<b>100</b>
Are there many technical personnel who have resigned around you?		
never heard of it	19	12.34
not many	24	15.58
always heard about this	65	42.21
usual thing here	46	29.87
<b>Total</b>	<b>154</b>	<b>100</b>

The sample size of this study is 154 units, consisting of 83 males (53.90%) and 71 females (46.10%). In the distribution of age, the 30-40 age group accounted for the largest number of respondents, accounting for 30.52%, followed by 25-30 years old, accounting for 28.57%, and the least number of respondents were over 50 years old, accounting for only 20.13%.

In the distribution of education level, college degree accounted for the highest proportion, accounting for 36.36%, while the respondents with a doctorate degree were the least, only about 1.95%.

In the distribution of work experience, the work experience of 1-5 years is the most, accounting for 27.92%, followed by 10-15 years, accounting for 25.32%, and the work experience of less than 1 year is the least, accounting for only 9.74%.

In the distribution of titles, the number of intermediate engineers is the largest, accounting for 35.06%, and the number of technicians is the least, accounting for only 14.29%.

In response to the question "Do you think technical personnel are important to the development of your business?" More than 90 percent of respondents believe that technical personnel are important to the growth of their business.

As for the question "Do many technical staff resign around you?", 72.08% of the respondents believe that the turnover phenomenon is more common around them.

**Table 2** Reliability analysis

Variable	Reliability Statistics		
	Cronbach's Alpha	Cronbach's Alpha based on standardized terms	Number of items
Job characteristics	0.84	0.83	8
Job variety	0.83	0.83	5
Autonomy	0.76	0.75	5
Monetary compensation	0.87	0.86	10
Intention to Leave Questionnaire	0.91	0.92	7

This article uses the descriptive statistics method to analyze the data of factors affecting the Intention to Leave of technical personnel of X tire production company and analyzes the mean ( $\bar{X}$ ) and standard deviation (SD). The specific analysis is shown in Table 3

**Table 3** descriptive statistics method to analyze the data of factors

influence factor	N=154	
	$\bar{X}$	S.D
Job characteristics	3.71	0.65
Job variety	3.52	0.77
Job variety	3.77	0.67
Monetary compensation	3.77	0.64
Total average	3.52	0.87

The Job characteristics, Job variety, Job variety and Monetary compensation. The researcher presents the results of analysis on average and standard deviation in Table 3. The five-level frequency range principle, we can see that the mean values of the three variables are all over 3.52, It shows that the factors affecting the resignation of technical employees of X tire production company are at a high level in Job characteristics, Job variety, Job variety and Monetary compensation and other aspects.

**Table 4** Shows the mean ( $\bar{X}$ ) and standard deviation (SD) of the Job Characteristics Items among technical personnel of X Tire Manufacturing Company

Job Characteristics	N=154	
	$\bar{X}$	S.D
1. Are you happy with the current work routines and daily operations of your own	3.78	0.85
2. You are still happy even though you need to work long hours	3.55	1.14
3. Are you happy with how your work process is controlled	3.79	0.81
4. Are you happy with your current work pressure?	3.45	1.12
5. Do you think the workload is distributed fairly?	3.81	0.81
6. Do you have a good relationship with your colleagues?	3.63	1.04
7. Do you think you have gained a lot since joining the company?	3.86	0.84
8. How satisfied are you with the company overall?	3.87	0.88
<b>Total average</b>	<b>3.71</b>	<b>0.65</b>

It can be seen from Table 4 that the technical staff of X Tire Manufacturing Company have Job Characteristics to work ( $\bar{X} = 3.71$ ,  $SD = 0.65$ ), As shown in the figure, there are still areas of dissatisfaction among employees regarding their overall satisfaction with the company ( $\bar{X} = 3.87$ ,  $SD = 0.88$ ), Compared with other items in the same scale, the problem of work pressure is more prominent. From the lowest attitude score of employees, it can be inferred that work pressure is high ( $\bar{X} = 3.45$ ,  $SD = 1.12$ ).

**Table 5** Shows the ( $\bar{X}$ ) and standard deviation (SD) of Job Diversity among technical personnel of X Tire Manufacturing Company

Job Diversity	N=154	
	$\bar{X}$	S.D
9. Are you satisfied with multiple tasking type of job demanding many skills	3.89	0.85
10. Are you happy with the company's various job choice available here?	3.47	1.15
11. Are you confident in the company's development prospects and strategic planning?	3.86	0.82
12. Are you free enough in choosing your current work process?	2.92	0.98
13. Do you think the variety of work is valid?	3.48	1.13
<b>Total average</b>	<b>3.52</b>	<b>0.77</b>

As can be seen from Table 5, the overall perceived job diversity among technicians in X tire manufacturing enterprise is moderately high ( $\bar{X} = 3.52, SD = 0.77$ ) which shows that the jobs are various enough for employees to divert their attention. Most technicians of X tire manufacturing enterprise believe that multi-skilled multi-task type work satisfied them ( $\bar{X} = 3.89, SD = 0.85$ ), but their attitudes towards choice of freedom in work processes are shown as unsatisfactory ( $\bar{X} = 2.92, S.D=0.98$ )

**Table 6** Shows the mean ( $\bar{X}$ ) and standard deviation (SD) of Job Autonomy among technical staff of X Tire Manufacturing Company

job autonomy	N=154	
	$\bar{X}$	S.D
14. Are you happy with the rules and regulations of the company?	3.80	.91
15. Are you happy with the cooperation and communication of your team at work?	3.84	.86
16. Are you happy with the importance your company places on employees' personal development?	3.62	1.12
17. Do you feel stressed with the ways people do things around here because this is their corporate culture and values?	3.84	.83
18. Are you happy the work ability and comprehensive quality of your superiors?	3.77	.95
<b>Total average</b>	<b>3.77</b>	<b>.67</b>

It can be seen from Table 6 that the technical staff of X Tire Manufacturing Company have a job autonomy to work ( $\bar{X} = 3.77, SD=0.67$ ). Employees are still stressed in coping with organizational culture and values as shown ( $\bar{X} = 3.84, SD=0.83$ ), however, they have their own approach and methods of resolving psychological conflicts by teaming up among themselves through group communication and team cooperation to create internal consistency and friendships. This can be justified by the fact of the evidence ( $\bar{X} = 3.84, SD=0.83$ ). Employees do learn how to adjust themselves well as how to survive in a stressful environment and unacquainted atmosphere. Compared to the other items in the same scale, the company may not put enough significant importance on the personal development of employees, as shown in the employees' lowest scores in attitudes ( $\bar{X} = 3.62, SD=1.21$ ).

**Table 7** Shows the mean ( $\bar{X}$ ) and standard deviation (SD) of the Monetary compensation Items among technical personnel of X Tire Manufacturing Company.

Monetary compensation	N=154	
	$\bar{X}$	SD
1. Are you happy with your current salary?	3.81	0.89
2. Are you happy with your current benefits package?	3.60	1.05
3. Are you happy with the current performance appraisal?	3.56	1.13
4. Are you happy with promotion opportunities within the company?	3.78	1.06
5. Are you happy with your compensation package compared to other companies?	3.90	0.87
6. Are you happy with the position offered to you by the company?	3.85	0.80
7. Do you believe in the organization’s commitment?	3.86	0.82
8. Do you think the salary distribution is fair and reasonable?	3.92	0.84
9. Do you think the salary you receive matches your efforts?	3.62	1.03
10. Is this job important to you? (family , Life)	3.87	0.92
<b>Total average</b>	<b>3.77</b>	<b>0.64</b>

It can be seen from Table 7 that the technical staff of X tire production company have the lowest score in performance appraisal as expressed by the technical personnel ( $\bar{X} = 3.56$ , SD = 1.13), while most of them feel that compensation distribution is fair among technical personnel ( $\bar{X} = 3.92$ , SD = 0.84). In terms of Monetary compensation, employees at X tire production company feel relatively happy and satisfied with their Monetary compensation by showing their attitudes at ( $\bar{X} = 3.77$ , SD = 0.64).

**Table 8** shows the mean ( $\bar{X}$ ) and standard deviation (SD) of the Intention to leave intention among technical staff of X Tire Manufacturing Company.

Intention to leave	N=154	
	$\bar{X}$	S.D
1. I actively look for a new job outside my company even though it will give me less pay and worse welfare.	3.46	1.04
2. Currently, I stumble into hardship of conflicts and tolerate to remain stable wishing that bad things will go by after this period of time.	3.56	1.01
3. I start looking for a new job outside my company and I am willing to move to a new company when the pay is higher than here.	3.51	1.09

Table 8 (Continued)

Intention to leave	N=154	
	$\bar{X}$	S.D
4. Life overall here is no longer easy. I passively look for a new job but different position in the competitor's company wishing them "hunting" me at higher price.	3.47	1.07
5. Despite strong competition, I will remain here as an employee because the chance of job progress is more enlightened.	3.53	1.04
6. Stress brings me lots of organizational problems. Other organization also have many problems causing stress.	3.58	1.14
7. When tomorrow comes, I will definitely be in a new position in a new organization and start a new life.	3.53	1.06
<b>Total average</b>	<b>3.52</b>	<b>0.87</b>

It can be seen from Table 8 that the technical staff of X Tire Manufacturing Company scored low on turnover intention ( $\bar{X}$  =3.52, S.D=0.87). Although most technical staff are relatively able to accept the problems caused by stress through self-adjustment, after all, other organizations also have many stress problems, but the overall satisfaction level is not too high. ( $\bar{X}$  =3.58, SD=1.14) Employees' thoughts, emotions and psychology are more important. Once their intention to leave is determined, they will actively look for new jobs externally. Even if the salary is not high and the benefits are not good, they will choose to leave their current position. ( $\bar{X}$  =3.46, SD=1.04).

Table 9 shows the correlation between variables.

Correlations Matrix between Dependent and Independent Variables						
		Job characteristics			Monetary compensation	Intention to Leave Questionnaire (DV)
		Job variety	Autonomy			
Job characteristics	Pearson correlation	1	0.84**	0.84**	0.86**	-0.89**
	Sig. (two-tailed)		0.00	0.00	0.00	0.00
	Number of cases		154	154	154	154
Job variety	Pearson correlation		1	0.83**	0.86**	-0.87**
	Sig. (two-tailed)			0.00	0.00	0.00
	Number of cases			154	154	154

\*\*\* Significant at the 0.001 level (two-tailed). \*\* Significant at the 0.01 level (two-tailed). \* Significant at the 0.05 level (two-tailed).

Table 9 (Continued)

Correlations Matrix between Dependent and Independent Variables						
		Job characteristics	Job variety	Autonomy	Monetary compensation	Intention to Leave Questionnaire (DV)
autonomy	Pearson correlation			1	0.85**	-0.84**
	Sig. (two-tailed)				0.00	0.00
	Number of cases				154	154
Monetary compensation	Pearson correlation				1	-0.91**
	Sig. (two-tailed)					0.00
	Number of cases					154
Intention to Leave Questionnaire	Pearson correlation					1
	Sig. (two-tailed)					
	Number of cases					

\*\* significant level = 0.05

As can be seen from Table 9, variables such as Job characteristics, Job variety, autonomy, and Monetary compensation has a negative relationship with Intention to Leave.

(1) Intention to Leave job (DV) has negative correlations with job characteristics (IV) whose Pearson's  $r = 0.89$ . Their relationships are statistically significant at 0.05.

(2) Intention to Leave job (DV) has negative correlations with Job variety (IV) whose Pearson's  $r = 0.87$ . Their relationships are statistically at 0.05. significant.

(3) Intention to Leave job (DV) has negative correlations with autonomy (IV) whose Pearson's  $r = 0.84$ . Their relationships are statistically significant at 0.05.

(4) Intention to Leave job (DV) has negative correlations with Monetary compensation (IV) whose Pearson's  $r = 0.91$ . Their relationships are statistically significant at 0.05.

### Study Results Discussion and Recommendations

" An Investigation on Intention to Leave a job: A Survey from Technical Employees " is a quantitative survey research characteristics using a questionnaire to collect data from 154 technical staff and uses descriptive and inferential statistics to analyze the data. The study adopted the test using descriptive statistics (frequency, average, standard deviation, variance) and Pearson's correlations, and the literature study is presented, discussed and suggested as follows.

### Summary of research results

Research results show that most of the technical employees who responded to the questionnaire were male, 30-40 years old, and most had 1-5 years of work experience, followed by 10-15 years; their academic qualifications were generally junior college, bachelor's degree, and fewer had doctorates or above. There are the most people with intermediate professional titles, and the lowest are technicians. More than 90% of employees believe that technical personnel are important to the development of the company, and 72.08% of the respondents always heard that technical people around them always resigned from the company because of unknown reasons.

### Discussion

Judging from the research results actually solution for technical personnel's willingness to leave (work), the results can be discussed as follows:

#### Discussion on the influencing factors of job satisfaction on turnover intention

The importance of job satisfaction is well-established in research. Employee job satisfaction is closely related not only to their commitment to the organization but also to their propensity to leave. This finding highlights the need for organizations to pay attention to employees' work experience, including factors such as work environment, task arrangement, leadership style, etc. (IOSR, 2013) By improving these factors, organizations can increase employee job satisfaction, reduce employee turnover, and provide employees with a more engaging work environment. Additionally, employees' job satisfaction is related to their willingness to seek alternative employment opportunities. When employees feel satisfied with their organization, they are more likely to view other job opportunities as less attractive than staying with their current organization. Therefore, organizations can reduce employee turnover by providing development opportunities, job satisfaction, and support that reduces employees' incentives to seek alternative employment. These findings are consistent with previous research:

Thakre and Shroff (2016) and Kalidass and Bahron (2015), research conducted also found a negative impact on the relationship between organizational commitment and turnover intention. To address this issue, the article states that organizations should strive to close this gap by focusing on increasing employee satisfaction and decreasing employee dissatisfaction (Wu and Chi 2020). It is further emphasized that satisfied employees tend to perceive other job opportunities as less attractive, resulting in less motivation to actively seek alternative employment. Mawardi (2022), the findings also show that there is a significant correlation between job satisfaction and job satisfaction (Ahakwa et al., 2021), An organization that emphasizes that engaged employees typically provide a safe work environment and are happy to demonstrate loyalty.

#### Discussion on the influencing factors of monetary compensation on turnover intention

The importance of monetary compensation in employees' intention to leave was also highlighted. Employees' pay levels and perceptions of pay fairness have a direct impact on their willingness to stay. Findings indicate that employees tend to be more likely to seek alternative employment opportunities when they are dissatisfied in terms of pay. To reduce employee turnover, organizations should review and adjust

compensation structures to ensure employees receive fair and competitive compensation packages. Additionally, organizations can increase employee pay satisfaction by offering additional incentives such as bonuses, benefits, and promotion opportunities. These measures not only reduce employee turnover intentions but also enhance employee loyalty to the organization. These findings are consistent with previous research, making it clear people performing equal jobs should receive equal pay, study tackles gender bias pay. Christl et al. (2022); It means that companies pay high wages to reduce employee turnover, and ultimately concludes: companies with high wages are those with the lowest turnover rates.

Akerlof (1982), Says companies need to conduct a salary review because it allows companies to measure how their salaries compare to their competitors. Failure to do so may have adverse effects, as dissatisfaction with pay can lead to higher employee turnover. Kahneman et al. (1986), The study points out that the Fair Wage Model predicts that the most profitable industries will be those companies in industries that pay high wages. The model also predicts that teamwork and high-wage cooperation among workers are particularly important. The view is that if workers are willing to put in more effort, they will be paid more and believe their pay is fair. Shafiq and Naseem (2011), Signs of employee dissatisfaction and low motivation at work may come from a poorly planned compensation package by the organization.

### Recommendations

Recommendations for applying research results.

Here are some recommendations based on the findings of this article that can help companies better manage technical employee turnover:

1. Improve the salary system: According to research results, salary satisfaction has an important impact on the turnover intention of technical employees. Therefore, companies can consider reviewing and improving their compensation system to ensure that it is both competitive and fair. Transparent compensation policies and benefits packages can increase employee satisfaction.

2. Provide career development opportunities: Cultivating employees' career development is the key to retaining technical employees. Businesses can develop programs to provide training and advancement opportunities to meet employees' career goals. This can include in-house training, mentorship programs and cross-department opportunities.

3. Improve the working environment: An excellent working environment is crucial to employee satisfaction and willingness to leave. Companies should pay attention to employees' workload, work stress and work-life balance. Providing flexible work arrangements, measures to reduce workplace stress and employee wellness support can all improve the work environment.

4. Strengthen leadership and communication: Effective leadership and good communication have a positive impact on employee satisfaction. Training and developing leadership teams to improve teamwork and employee management skills helps increase employee satisfaction.

5. Pay attention to technology industry trends: The technology industry is constantly changing, and employees may leave in search of more advanced technology opportunities. Enterprises should pay close

attention to technological trends to remain competitive and provide corresponding skills training according to market demand.

6. Knowledge management: Establish a knowledge management system to capture and inherit the professional knowledge and experience of departing employees. This can include documented workflows; knowledge bases and training programs so new employees can take over smoothly.

7. Employee engagement: Improving employee engagement helps increase employee loyalty. Companies can encourage employees to participate in company decisions and projects to enhance employees' sense of belonging and satisfaction.

8. Social responsibility plan: Implementing a social responsibility plan, caring for employees' physical and mental health, and supporting employees' social participation can improve employee satisfaction and loyalty.

These recommendations can help companies better cope with technical employee turnover and create a more stable and competitive work environment. Businesses can adopt these recommendations based on their own circumstances and regularly evaluate the effectiveness of their HR strategies.

Here are some recommendations based on the findings of this article to ensure technology workers make smart career choices and have a smooth transition:

1. Line decision: Before leaving your job, think carefully about your decision. Make sure you have good reasons for leaving and not just temporary dissatisfaction or emotional reasons.

2. Establish close contact: Maintain positive relationships with colleagues, leaders and partners. These individuals may provide support and opportunities for future career development.

3. Summarize work results: Organize and save key achievements and projects in your current role for future job applications and interviews.

4. Continuous learning: Continue to develop your skills and knowledge to enhance your career through training, online courses, or certifications.

5. Adjust career goals: It may be necessary to re-evaluate your career goals and aspirations to ensure they are consistent with your personal and professional development.

6. Maintain active communication: Maintain positive contact with previous employers and colleagues, and there may be opportunities for collaboration and referrals.

Leaving a job is a part of your career, so stay confident and fully prepared to face new challenges and opportunities. Be calm and cautious when making decisions to ensure your next step is wise and beneficial to your career.

### Suggestions for Future Research

The following are some research suggestions for next research questions and findings, which can help future research explore the issue of technical employee turnover in more depth:

1. Cross-cultural comparison: Expand the scope of research, conduct cross-cultural comparison, and explore the turnover intention and satisfaction of technical employees under different cultural backgrounds, so that companies can better respond to the challenges of multicultural teams.

2. Research on the impact of long-term turnover: In-depth research on the potential impact of long-term employee turnover on enterprises, including knowledge loss, reduced innovation capabilities and changes in market competitiveness, in order to provide enterprises with more comprehensive strategic planning suggestions.

3. Trend analysis in the technology industry: Track trends in the technology industry, including changes in technology development, market demand and competitive landscape, to help companies better predict employees' intention to leave and adjust human resource strategies.

4. Knowledge management and employee inheritance: Study how to better manage and inherit employees' knowledge and experience, especially after technical employees leave, to reduce the impact of knowledge loss on the enterprise.

These research recommendations can help further deepen the understanding of the technical employee turnover problem and provide enterprises with more effective human resource management strategies. Future research can fill gaps in knowledge by implementing these recommendations to help organizations better address employee turnover challenges.

## Conclusion

In short, the problem of technical employee turnover is a complex issue affected by multiple factors, which requires companies to take comprehensive countermeasures to reduce employee turnover rates. In this highly competitive technology field, retaining high-quality technical employees is critical to a company's long-term competitiveness. By maintaining employee satisfaction, providing career development opportunities, balancing compensation and benefits, and focusing on social responsibilities, companies can better deal with employee turnover and achieve stable and sustainable development. However, it's important to note that employee turnover is the norm, not the exception. Therefore, companies should view employee mobility as a long-term management challenge and continuously improve and adjust strategies to adapt to the changing needs of the market and employees. Future research and practice should continue to explore new methods and strategies to help companies better manage employee turnover and achieve successful human resource management.

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