



FACTORS INFLUENCING EMPLOYEES' INTENTION TO LEAVE THEIR JOB IN TASHKENT, UZBEKISTAN

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Abstract

Employee turnover is a growing challenge for organizations in emerging economies, where retaining skilled professionals is critical to performance. This study investigates the key factors influencing employees' intention to leave their jobs in Tashkent, Uzbekistan. Using a quantitative approach, the research examines the relationships between turnover intention and several organizational variables, including job satisfaction, job stress, salary, training and development, performance, and organizational commitment. A structured questionnaire was administered to 380 employees, and the data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Results show that job stress, salary, and training & development are positively correlated with turnover intention, while job satisfaction has a strong negative relationship. Surprisingly, organizational commitment and performance were not significant predictors. The findings highlight the importance of job satisfaction and work environment in designing effective employee retention strategies.

Keywords: Employee turnover, job satisfaction, job stress, salary, organizational commitment, intention to resign, and human resource management.

1. Introduction

Employee turnover poses a significant threat to organizational stability, particularly in transitional economies like Uzbekistan. In Tashkent, high turnover rates are driven by various internal and external organizational factors, leading to increased recruitment costs, loss of expertise, and decreased morale among existing staff. While many global studies have analyzed the causes of turnover intention, there remains a lack of context-specific research focused on Uzbekistan. This study aims to fill that gap by examining how multiple variables—job satisfaction, job stress,



salary, performance, training & development, and organizational commitment—influence employees' intentions to leave their organizations in Tashkent.

2. Materials and Methods

A quantitative, cross-sectional research design was adopted to measure the associations between independent variables (job satisfaction, job stress, training, etc.) and the dependent variable (intention to leave). The theoretical foundation draws from Organizational Behavior Theory and Human Resource Management (HRM) Theory, focusing on the interplay of psychological, behavioral, and organizational factors in employee decision-making.

3. Data Collection

Data were gathered using a structured questionnaire administered online through Google Forms, leveraging social platforms like WhatsApp, LinkedIn, and Facebook. The survey targeted working professionals from various sectors in Tashkent. A total of 380 responses were collected, determined using Krejcie & Morgan's sample size formula for a population over 2 million.

4. Data Analysis

The data were analyzed using SmartPLS 4.0 software. The analysis included reliability tests, composite reliability, and average variance extracted (AVE), structural model assessment through Path Coefficients (β), T-values, and P-values, and model fit indices such as SRMR, NFI, and R^2 .

5. Results

Results revealed the following:

- Job Stress \rightarrow Employee Turnover ($\beta = 0.32, p < 0.05$): Higher stress increases turnover likelihood.
- Job Satisfaction \rightarrow Employee Turnover ($\beta = -0.26, p < 0.05$): Satisfaction lowers turnover.
- Training & Development \rightarrow Employee Turnover ($\beta = 0.25, p < 0.05$): Training increases mobility.



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- Salary → Employee Turnover ($\beta = 0.19$, $p < 0.05$): Higher salary raises exit chances.
- Organizational Commitment → Turnover ($\beta = 0.08$, not significant): Loyalty has limited effect.
- Performance → Turnover ($\beta = 0.01$, not significant): Performance doesn't predict exit.
- Job Satisfaction → Intention to Leave ($\beta = -0.37$): Strong inverse relationship.
- Job Stress → Intention to Leave ($\beta = 0.14$): Moderate positive effect.
- Organizational Commitment → Intention to Leave ($\beta = 0.03$): Weak, non-significant.
- JSA x JS → IL ($\beta = 0.008$): No interaction effect.

Clarification of Results

Job Stress → Turnover: Higher levels of job stress significantly increase turnover. Stress remains a strong push factor in Uzbek workplaces.

Job Satisfaction → Turnover: Satisfied employees are less likely to leave. Improving the day-to-day experience can reduce attrition.

Training & Development → Turnover: Well-trained employees may feel empowered to seek better jobs, especially if internal advancement is lacking.

Salary → Turnover: Higher salaries offer financial security and confidence, enabling employees to explore external roles.

Organizational Commitment → Turnover: Organizational commitment is not a strong enough factor to prevent exits when stress or dissatisfaction is high.

Performance → Turnover: Top performers may leave for recognition elsewhere if not rewarded or promoted appropriately.

Job Satisfaction → Intention to Leave: A highly satisfied employee is less likely to consider leaving the job.

Job Stress → Intention to Leave: Even moderate stress can influence employees to consider alternatives.

Organizational Commitment → Intention to Leave: Loyalty without satisfaction or recognition doesn't ensure retention.



JSA x JS → IL: Job satisfaction does not moderate the effect of stress on turnover intentions; stress remains independently harmful.

6. Discussion

The results emphasize job satisfaction and stress as the most impactful factors in predicting employee turnover in Tashkent. While training and higher salaries are intended to improve retention, they may unintentionally increase mobility. Organizational commitment and performance were not found to have strong predictive power, indicating a potential shift in employee values towards well-being and growth over loyalty.

7. Conclusion

This study reveals that retention strategies in Uzbekistan must move beyond financial incentives. Reducing job stress and improving satisfaction are more effective than offering training or higher salaries alone. Organizations should prioritize workplace culture, employee well-being, and internal mobility to reduce turnover.

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