

Factors Influencing Employees' Intention to Leave their Job in Uzbekistan

Yusupova Yulduz¹, Md Billal Hossain¹ and Abdul Bashiru Jibril^{2*}

¹School of Business and Economics, Westminster International University in Tashkent, Uzbekistan

²School of Management and Economics, University of Kurdistan Hewlêr, Erbil, Kurdistan Region, Iraq

ABSTRACT

Retaining qualified and skilled workers is crucial in modern organizational dynamics to maintain a competitive edge and achieve organizational success. This study investigates the factors influencing employees' intention to leave their jobs in Tashkent region of Uzbekistan, with a focus on job satisfaction, job stress, training behavior, and employee turnover. Utilizing a survey methodology, data were collected from 380 respondents who are current employees of various organizations through a structured Likert-type questionnaire. The analysis employed descriptive statistics and regression techniques to explore the relationships between independent variables and the dependent variable, intention to leave. The results indicate that job satisfaction negatively correlates with the intention to leave, while job stress and training behavior positively influence turnover intentions. Additionally, employee turnover was found to mediate the relationship between training behavior and intention to leave. These findings underscore the importance of addressing job satisfaction and stress in organizational settings to enhance employee retention. The study contributes to the existing literature by providing empirical evidence from Uzbekistan, highlighting the need for tailored human resource strategies to improve employee engagement and reduce turnover rates.

*Corresponding author

Abdul Bashiru Jibril, School of Management and Economics, University of Kurdistan Hewlêr, Erbil, Kurdistan Region, Iraq.
E-mail: mallambash13@gmail.com

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Introduction

In today's competitive landscape, individuals with exceptional skills and talents are viewed as valuable assets that can provide organizations with a significant edge over their competitors. The ability to attract and retain such talent is crucial for organizational success, as skilled employees contribute not only to productivity but also to innovation and overall workplace morale [1]. According to Pepe (2010), an organization's reputation is built through effective strategies aimed at retaining its workforce. Employee retention is often seen as a strategic investment across various organizations, driven by the substantial costs associated with recruiting and onboarding new employees. These costs can include not only financial expenditures but also the time and resources required to train new hires and integrate them into the company culture. As a result, organizations are increasingly motivated to implement targeted efforts to maintain a skilled and capable workforce, which involves conducting research to identify factors that influence job satisfaction and creating a work environment that mitigates the reasons employees may choose to leave [2].

Despite the wealth of research on employee turnover, there is still a significant gap in understanding the specific factors that affect turnover intentions in Tashkent, Uzbekistan. Most studies have

been conducted in different geographical and cultural contexts, which may not accurately capture the unique dynamics of Uzbekistan's labor market [3,1]. The socio-economic conditions, cultural norms, and organizational practices in Uzbekistan may differ markedly from those in other regions, making it essential to explore these factors within the local context. Additionally, while there are over 1500 research papers addressing turnover, many do not effectively integrate the complex relationships between job satisfaction, job stress, training behavior, and turnover intentions into a unified framework [4,5]. This lack of integration can lead to fragmented insights that fail to provide a comprehensive understanding of the turnover phenomenon.

Recent research has also emphasized the role of leadership styles and organizational culture in shaping employee retention, highlighting the need for further investigation in these areas [6]. Leadership plays a pivotal role in influencing employee morale and job satisfaction, while a positive organizational culture can foster a sense of belonging and commitment among employees [7]. Understanding how these elements interact with other factors such as job stress and training behavior is crucial for developing effective retention strategies.

The main aim of this study is to examine the relationships among employee turnover, job satisfaction, job stress, training behavior, and intention to leave. In the quest of employing a survey research methodology, this research seeks to offer valuable insights into

human resource strategies tailored for the Uzbekistan context. The findings will not only contribute to the academic literature on employee turnover but also provide practical recommendations for organizations operating in Uzbekistan. These insights will help organizations enhance employee retention and overall success, thereby addressing the identified research gap and enriching the existing literature on employee turnover [8].

Furthermore, this study aims to shed light on the specific challenges and opportunities faced by organizations in Uzbekistan, offering a nuanced understanding of how local factors influence employee behavior. Hence, by focusing on the interplay between various independent variables and turnover intentions, this research aspires to equip HR professionals and organizational leaders with the knowledge necessary to create a more engaged and committed workforce. Ultimately, the goal is to foster a work environment that not only attracts top talent but also retains it, ensuring long-term organizational sustainability and growth.

Theoretical Background and Hypothesis Development

To understand the theoretical basis of the study is drawn from two theories (1) Organizational Behavior and (2) Human Resource Management (HRM) Theory [9,10]. Organizational Behavior Theory suggests that turnover is influenced by various factors, including job-related attitudes (such as job satisfaction), individual characteristics, and organizational factors. HRM Theory emphasizes the impact of HR practices and policies on employee retention. These theories propose that turnover is a multifaceted outcome influenced by both individual and organizational elements. Regarding the relationship between intention to leave and job satisfaction, the model posits that job satisfaction is influenced by job design elements such as skill variety, task identity, task significance, autonomy, and feedback. Low job satisfaction contributes to disengagement and the intention to leave. Thus, higher job satisfaction is expected to correlate negatively to leave. According to high job demands combined with low control led to stress [11]. This Model of Stress and Coping posits that stress arises from the interaction between individuals and their environment. Elevated job stress is likely to be positively correlated with leave due to its negative impact on employee well-being. Person organization fit, known as P-O fit is the determinant factor between the organization and the employee. It is about how an employee's beliefs, ethical values, and core values, motives to work for an organization. It suggests that when employees perceive a good fit with the organizational culture, they develop a sense of obligation and commitment, reducing their intention to leave. The factors involved in the individual and organizations are training behavior, job satisfaction, and job stress as the organizational factor. The study's intention to leave is the dependent variable mediated by employee turnover.

Overview of Organizational Setting in Uzbekistan

In Uzbekistan, it is a prevalent occurrence for employees to encounter a disparity between the terms outlined in their labor agreements and the actual workload they are required to undertake, after the execution of their employment. Furthermore, the working conditions fail to meet their expectations, or the description provided to them, leading to a disparity between their expectations and the actual circumstances. This phenomenon gives rise to dissatisfaction, a disparity in remuneration, and emotions of disappointment, disillusionment, and self-reproach due to perceived inequitable treatment. If a corporation does not give the specified monetary compensation as outlined in the agreement, it should be able to supply alternative benefits that

would meet employees' need for a pay increase. However, a significant number of small enterprises in Tashkent, Uzbekistan do not offer additional benefits that would sufficiently satisfy their workforce. As a result, these organizations continue to violate employment agreements, leading to individuals expressing a desire to resign from their positions.

The long-term achievement of all firms is contingent upon the management structure of the company and the productivity of personnel in their respective positions within the organization. Upon noticing the situation in Uzbekistan, it appears that the managerial policies of those businesses are formulated by individuals who lack organizational skills, demonstrate apathy towards employee satisfaction, exhibit inadequate stress management, and lack integrity or concern for their business's long-term efficiency and achievement. The examination of the factors that impact employees' inclination to resign and the strategies employed to tackle this matter in Uzbekistan is currently in its nascent phase. The study conducted by investigated the propensity of employees to resign from their positions within the banking sector, whereas analyzed the Culinary Sector. In a recent empirical investigation, examined the extent of job fulfillment within the telecoms sector in Uzbekistan. The study found a substantial correlation between professionals' likelihood to leave their positions at companies in Uzbekistan, and factors such as remuneration, job stress, work environment, disruption change management, career growth, and job satisfaction. While the findings are relevant to the present study, it is important to note that most of them were conducted in a location outside of Uzbekistan. Furthermore, it is worth noting that there exists a scarcity of scholarly articles published in Uzbekistan that explicitly focus on a singular company or different employees working in different organizations.

Hence, conducting a study in this region of Uzbekistan, particularly in the urban hub of Tashkent, is of utmost importance. The objective of researching this subject in Uzbekistan is to enhance the current body of knowledge and fill the gap in empirical data by offering observational validation of the correlation between the variables.

Intention to Leave

The concept of "intention to leave" is a behavioral tendency that arises from various factors, including organizational policies, labor market characteristics, productivity evaluation and assessment systems, and a perceived lack of responsibility among employees. Research by has revealed a notable prevalence of negative perceptions among workers. identified several characteristics that influence individuals' inclination to resign from their employment, such as external job options, a weak association between employees' intention to leave their current positions and their levels of job satisfaction, person-organization fit, and organizational commitment.

Intention to leave refers to a prospective worker's deliberate decision to voluntarily exit their present position and pursue alternative job opportunities in the future [12,10]. An employee's voluntary decision to leave their firm is referred to as turnover intention. Employee intention to quit is gauged by two variables: the desire to find employment for a different organization and the desire to depart from the current organization. portrayed turnover intention as a conscious and purposeful desire to seek new job opportunities in different employers. The intention to quit represents the final logical stage in the process of making choices, involving the act of quitting, and searching for another career. Kim,

Price classified intention to leave as the extent to which a worker contemplates leaving their current organization or workplace. It is indicated as an indicator and demonstration of real turnover. A worker's turnover is determined by their intention to quit their positions or the organization. According to, Staff turnover is a process that begins with job unhappiness, leading to the intention to leave, and eventually resulting in the actual leaving decision. Moreover, this refers to an individual's purpose to depart or quit. suggested that views, personal standards, and imagined behavioral management can accurately anticipate different behavioral intentions [13]. The theory of intended behavior posits that the decision to do a job can be forecasted by the intention to do so.

The study by found that the main factors influencing the decision to quit a position are the options for alternatives and an equilibrium between personal and professional life. A further study suggests that factors such as compensation, professional advancement, support, and work-life balance significantly impact a person's desire to leave their job. Moreover, the study gave an understanding of which retention factor can foresee the intention to leave most effectively. discovered that coworker friendship, organizational dedication, administrative fairness, firm standing, interaction, and workplace competition were strongly linked to employees' decision to leave their positions [14]. identified external job prospects, ineffective assessment and rating procedures, and low commitment among employees as variables affecting the decision to quit. showed a strong unfavorable relationship between workers' desire to quit their positions and the degree of work fulfillment, person-organization fit, and organizational devotion. Job-related stress showed a positive connection to the intention to leave work, indicating that reducing stress at work could decrease personnel turnover. found that stressful circumstances in the workplace impact employees' satisfaction with their jobs, leading to a desire to leave their employment [15].

Job Satisfaction

Individuals who have been with their current employer for a longer period demonstrated higher levels of job satisfaction and a reduced likelihood of intending to resign examined crucial determinants that impact employees' job satisfaction [12,16]. The research findings underscored the need to implement prizes, incentives, and equitable advancement opportunities as means to enhance employee retention rates and job satisfaction. Consequently, it was concluded that a deficiency in contentment increases employees' inclination to resign from their organizations and reduces the quality of services provided. The study concluded by that an important but unfavorable relationship between job fulfillment and intent to leave [17]. Furthermore, it has been confirmed that boosting staff engagement and satisfaction with work can significantly reduce the tendency of workers to leave and look for other opportunities found a substantial and unfavorable relationship between intention to resign and career fulfillment [17,18]. Despite a great deal of study being done to find out why employees intend to leave, job fulfillment is the most important factor that precedes intentions to leave. We may therefore explain why earlier studies have shown a strong and negative relationship between job satisfaction and an employee's likelihood of leaving a company [19].

According to Hop Pock, employee happiness means having a favorable perspective concerning their job. Various forms of employment can be pleasurable. Work fulfillment is determined by the alignment of one's personal needs and what the

organization can offer. The closer this alignment, the higher the job fulfillment, leading to lower staff turnover noted that turnover is often associated with low job fulfillment. presents an alternative viewpoint regarding the correlation between job fulfillment and a desire to quit work. The individual would depart due to unhappiness, believing there were greater job opportunities. Previous studies found that happiness at work can impact an employee's choice to quit their employment. They additionally concurred that discontented employees are extra prone to resign from their roles compared to happy staff members. The first option is to engage and stay with an organization, whereas the second option requires working diligently to achieve success. Furthermore, the past study by has demonstrated that factors such as job fulfillment can be considered dependable predictors of employees' likelihood to resign from their positions. Research indicates that change in intentions can be used to forecast future turnover.

Job fulfillment is an individual's emotional response to their employment. Job discontent in a worker often leads to stress found in their studies that job anxiety had a considerable adverse impact on job fulfillment. Higher perceived job stress leads to decreased satisfaction among workers. contends that job pressure has a beneficial and considerable impact on job fulfillment. The organization clarified that satisfaction among workers is primarily driven by inner relations with workers. Effective cooperation among colleagues facilitates work by helping during challenges and fostering a helpful and friendly connection among colleagues. Increased levels of stress at work can lead to an increased likelihood of wanting to leave a job, and a lack of fulfillment with work acting as a mediator between pressure and the intention to resign. found that work stress significantly affects workers' desire to resign through its impact on happiness at work. The job fulfillment experienced by individuals can decrease the likelihood of quitting because of severe workplace anxiety. Job fulfillment acts as a mediator in the connection between workplace pressure and the desire to resign. investigated how positive affects turnover intentions. It was found that appreciation, career progression chances, and positive interactions at work were key variables in reducing workers' likelihood of quitting their positions. Staff who perceived themselves as appreciated and assisted were more inclined to remain dedicated to their organizations. conducted a study on how unfavorable influences affect the desire to turnover. The research revealed that considerable stress at work, insufficient interaction, and low chances for advancement were linked to a higher likelihood of staff wanting to leave their jobs. Persons experiencing these drawbacks were more likely to look for other job options. Supportive features in the job culture served as barriers towards unfavorable factors, thereby decreasing the desire to leave. conducted research investigating how both favorable and adverse variables affect workers' inclinations to quit their positions. This study revealed that beneficial elements reduce the inclination to depart, whereas negative aspects raise it. The investigation found that desirable qualities like job fulfillment, positive management, and chances for advancement were linked to decreased intentions to quit among workers. On the other hand, adverse aspects such as excessive workplace anxiety, absence of awareness, and inadequate balance between work and life were associated with a higher likelihood of wanting to quit. Hence, we hypothesized that; Job satisfaction would have a positive effect towards employee intention to leave their job.

Job Stress

According to career pressure is the primary determinant of job resignation. The presence of significant company variables, such as excessive workload and an imbalance between work and personal life, leads to a generation of stress among workers [20]. Consequently, this stress becomes a contributing variable to personnel's intentions to leave their current positions [21]. Parker and found that job stress often leads to severe second-level consequences for both the company and individuals, such as reduced job performance and voluntary attrition. Moreover, occupational pressure mostly impacts the inclination to resign unintentionally by affecting work fulfillment, anxiousness, and the capacity to adjust to pressure [22]. The study done by examined the relationship between stress, its origins, and the desire to leave [23]. The research also explored the role of factors such as affective commitment, job satisfaction, and perceived organizational support in moderating this relationship. According to their research found a favorable correlation between work pressure and the intention to quit one's job. They suggest that reducing job stress can help decrease worker resignations. emphasized that work-related stress has a significant impact on personnel's career fulfillment, ultimately leading to their intention to quit their workplaces [15]. concluded that staff decisions to quit or depart were significantly impacted by inadequate job fulfillment, increased stress at work, and an absence of organizational commitment identified several determinants that impact intent to leave, including job satisfaction, work availability, fulfillment with the wage, and work overburden [24].

Several scholars have investigated the correlation between stress at work and a desire to quit employment. Existing evidence suggests that employees are more likely to leave their organization when they perceive the work atmosphere to be unpleasant demonstrated that work-related anxiety is a stronger predictor of a desire to quit a position than the actual act of resigning. Research findings suggest that individuals under frequent pressure may develop an interest in quitting their jobs without resigning due to several external circumstances that may hinder their decision-making. There is a significant desire for staff to resign due to the high stress at work they are experiencing. An individual experiencing significant stress may prompt the employee to resign from the organization. A study by Putra and Mujiati (2019), found that job pressure has a considerable beneficial impact on workers' plans to quit. Heightened stress at work experienced by workers may prompt them to resign, leading to negative consequences for the organization. In view of this, they study hypothesize that;

Job Stress Would have a Positive Effect on Employee Intention to Leave their job

Training Behaviour

Training is widely recognized as a crucial element of the human resources strategy for numerous organizations striving for achievement. Numerous organizations apply training tactics to promote individual learning, improve employee proficiency, and cultivate professional advancement, hence deterring employees from contemplating attrition According to, worker training provides employees with an opportunity to augment their knowledge, experience, and skills, hence fostering enhanced collaboration and facilitating their desired personal growth and career progression. On the other hand, organizational training is essential for helping personnel adjust, especially for individuals with advanced degrees and adequate skills. According to individuals of this nature are more inclined to exhibit high levels of productivity, achieve success, and ultimately experience job

satisfaction, without any motivation to voluntarily leave their professions [25]. Undoubtedly, the training has been widely acknowledged According to Mattox there is a positive impact on employees' decisions to either remain in their existing roles or leave, as well as on the overall financial performance of the organization. The act of intending to depart from a firm might have adverse effects, as it can result in substantial expenses related to recruitment processes, training initiatives, and socialization endeavors Hence, the present study hypothesize that [26].

Training Behavior Would Have a Positive Effect on Employee Intention to Leave an Organization. Employee Turnover

According to individual turnover intentions pertain to the likelihood of an individual willingly terminating their present work. Employee attrition is a major concern for all corporations, regardless of their location, size, or organizational structure proposed that attitudes toward behavior, personal standards, and recognized behavioral control can effectively predict many types of behavioral intentions [13]. Therefore, the notion of intended behavior suggests that the likelihood of actual turnover can be predicted by considering the propensity to leave. According to turnover intent is a significant element in the research on turnover and can be used as a replacement for actual turnover behavior. The workers' articulated intention to tender their resignation is initially manifested in their ideas, which manifest their choice to depart [27]. Hence, this study hypothesizes that;

Employee Turnover Would Positively Affect Employee Intention to Leave their job.

Employee Turnover Would Play a Significant Role in Training Behavior and Intention to Leave the Summary of the Above Literature is Given in the Model Below:

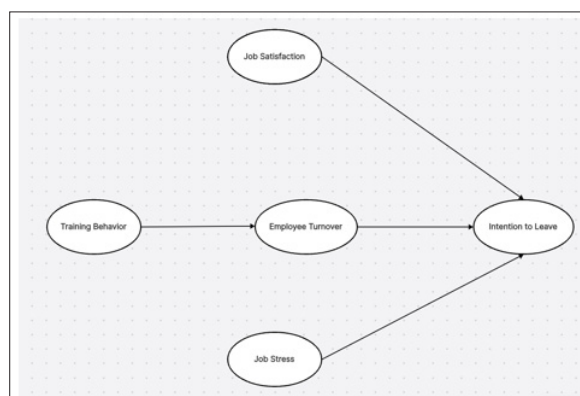


Figure 1: Conceptual Model of Employees' Intention to Leave Their job

Methodology

The use of a survey is a prevalent and customary method in the field of business and management analysis. This investigation administered a questionnaire to gather data and utilized a descriptive analysis approach and a regression analysis. The descriptive analysis elucidates the demographic information, including age, gender, marital status, and other relevant factors. Conversely, the regression analysis explores the link between independent variables and the dependent factor, which in this case is the intention to leave. The study instrument employed was a Likert-type questionnaire.

Sample and Data Collection Procedure

The study employed a non-probability sampling technique to gather data from employees across various organizations. Specifically, a purposeful sampling method was utilized, allowing the researchers to select participants who met specific criteria relevant to the study's objectives [28]. Additionally, a referral method was incorporated, where initial participants were encouraged to recommend other potential respondents [29]. This approach facilitated the collection of diverse perspectives and experiences from employees within different organizational contexts, enhancing the richness of the data obtained.

A total of 427 responses were collected through a combination of a Google survey link and hard copy questionnaires. After careful screening and validation of the responses, 380 were deemed valid for analysis. This robust sample size provides a solid foundation for examining the factors influencing employee turnover and enhances the reliability of the study's findings. By focusing on individuals who possess relevant insights into the dynamics of the workforce, the study aimed to ensure that the sample accurately reflected the experiences and perceptions of employees in the targeted organizations.

Construct Measurement

In this study, the constructs were measured using a Likert-type scale, which is a widely accepted method for assessing attitudes and perceptions in social science research [30]. The intention to leave was evaluated through items that reflect employees' thoughts about their job stability and future employment plans, while job satisfaction was assessed using items that capture the overall contentment and fulfillment employees feel in their roles [31]. Additionally, job stress was measured through items that gauge the level of pressure and anxiety experienced by employees in their work environment. Training behavior was assessed using items that reflect employees' perceptions of the training opportunities provided by their organization and their engagement in professional development. Employee turnover was evaluated through items that capture the frequency and reasons for employees leaving the organization. Each item was rated on a scale ranging from 1 (strongly disagree) to 5 (strongly agree), allowing for a nuanced understanding of respondents' feelings towards their jobs and their intentions regarding turnover. This approach is consistent with best practices in survey design, as it facilitates the collection of ordinal data that can be analyzed to reveal underlying patterns and relationships.

Profile of Respondents

Table 1 indicated that most employees are in the 18-39 age group (45.14% 18-28 and 43.64% 29-39), 40-50 years old (11.22%). The gender sample is evenly split between women (45.14%) and men (54.86%). Half of the employees are married (47.38%). Many employees are single (30.92%). The number of people who are divorced/separated (16.46%) or widowed (5.24%) is less. Almost half of the employees have 2-5 years of experience in their current company (49.63%). A significant portion of employees (20.45%) have less than 1 year of experience. The remaining employees have between 6-10 years of experience (20.7%) and more than 11 years of experience (9.23%). These data show that the workforce is young and diverse in terms of age, gender, and marital status. The company currently has employees with various experience levels.

Table 1: Demographic Profile

Variable		Frequencies	Percent
Age	18-28 Years	181	45.14
	29-39 Years	175	43.64
	40-50 Years	45	11.22
Gender	Female	181	45.14
	Male	220	54.86
Marital Status	Divorced/ Separated	66	16.46
	Married	190	47.38
	Single	124	30.92
	Widowed	21	5.24
Current company experience	Less than 1 Years	82	20.45
	2-5 Years	199	49.63
	6-10 Years	83	20.7
	11+ Years	37	9.23

Results

Goodness of Fit The goodness of fit model is explained in the table above. It shows the value of SRMR 0.061, which is well below the recommended threshold of 0.08. A lower SRMR indicates a better relationship between model predictions and observed data. The normalized fit index value is 0.75 and is still close to one. The goal for a good fit is close to 1, the PLS method uses a different interpretation. Values around 0.08 or lower are generally considered a good indicator. The same with the normalized fit index Gehrig's d of 0.0 indicates good fit. Ideally, this value should be close to zero. The normative Fit Index value is 0.986, above the recommended starting point of 0.9. The higher the NFI, the stronger the fit between the model and the data. All parameters in Table 3 show that the model fits well. This shows that the model captures the relationship between the study variables.

Table 2: Goodness of Fit

Indices	Estimated model
Standardized Root Mean Squared	
SRMR	0.061
Normed Fit Index (d_ ULS)	0.75
Gehrig's d (d_ G)	0.083
Normative Fit Index (NFI)	0.986

Table 3 presents the reliability estimates and item loadings for the constructs measured in the study, specifically focusing on the intention to leave and job satisfaction. Cronbach's alpha values are provided alongside the item loadings for each construct, which serve as indicators of internal consistency and the strength of the relationship between individual items and their respective constructs.

A Cronbach's alpha value above 0.7 is generally considered acceptable, indicating good reliability. In this study, the Cronbach's alpha for the intention to leave construct is 0.6835, which is slightly below the conventional threshold, suggesting that while the items are somewhat reliable, there may be room for improvement in the measurement of this construct. The individual item loadings for intention to leave range from 0.6404 to 0.7287, indicating that all items contribute positively to the construct, with the highest loading reflecting a stronger relationship with the underlying

concept of intention to leave.

For the job satisfaction construct, the Cronbach's alpha is 0.7591, which meets the acceptable threshold for reliability. The item loadings for job satisfaction range from 0.5730 to 0.7236, demonstrating that the items are generally well-correlated with the construct. The higher loadings suggest that these items effectively capture the essence of job satisfaction, contributing to a more robust understanding of this variable.

Overall, the results from Table 3 indicate that while the job satisfaction construct is reliably measured, the intention to leave construct may benefit from further refinement to enhance its reliability. This insight is crucial for ensuring that the constructs used in the study accurately reflect the underlying theoretical concepts, thereby strengthening the validity of the research findings.

Table 3: Summary of Construct Items, Loadings, and Reliability Estimates

Construct	Items	Loadings	Cronbach's alpha(α)
Intention to leave	INT1: I'm considering leaving my job next year.	0.6964	0.6835
	INT2: I'm looking for a new job.	0.7287	
	INT3: I'm ready to change my job.	0.6404	
	INT4: If I were offered a similar job at another company with a slightly higher salary and similar benefits, I would usually accept it.	0.6470	
	INT5: Leaving my company now would impact me personally and collaboratively and make me reluctant to do so.	0.6081	
Job Satisfaction	SAT1: In general, I am satisfied with my job.	0.7236	0.7591
	SAT2: My job is challenging and encouraging.	0.6607	
	SAT3: My job makes me feel good.	0.5730	
	SAT4: If I had to choose another job today, I would have a hard time finding one that is as satisfying as my current role.	0.6076	
	SAT5: My job allows me to maximize my potential and talent.	0.5958	
	SAT6: Most days, I come to work happy and excited for the next job.	0.6292	
	SAT7: When I come back to work, I'm happy I chose another job for this company.	0.6785	
Job stress	JSS1: I feel anxious and stressed at work.	0.6931	0.6722
	JSS2: My work must be unrealistic and difficult to afford.	0.6854	
	JSS3: I cannot manage my responsibilities.	0.6009	
	JSS4: When I finish my work, it is often difficult to stop and rest due to work-related concerns.	0.6519	
	JSS5: I feel supported by my colleagues and managers in managing my work and dealing with stressful situations.	0.6572	
Training Behavior	TD1: My company provides training and development for me.	0.7140	0.7359
	TD2: The training and development provided by the company are suitable for my job.	0.7073	
	TD3: I felt confident in my skills and abilities because I was educated.	0.6173	
	TD4: My manager encourages and encourages me to participate in training and development.	0.6210	
	TD5: The skills and knowledge I gained from the training can easily be applied to my daily work.	0.6174	
	TD6: I feel that the company values my potential growth and development.	0.6604	
Employee Turnover	ET1: I am concerned about the company's high revenue.	0.7206	0.7496
	ET2: The company's high salary makes me insecure about my job.	0.6239	
	ET3: Seeing my colleagues leave makes me want to leave myself.	0.5866	
	ET4: Reasons and conditions Management has communicated openly and transparently regarding employees who have recently left our company.	0.5712	
	ET5: I believe that my performance and contribution will be appreciated by the company, regardless of the recent changes.	0.6226	
	ET6: My boss called me to ask about my career goals and to discuss growth and development opportunities in the company.	0.5946	
	ET7: My team/office is very close-knit and supportive; This makes me feel like I rarely leave, even when others do.	0.7030	

Hypothesis Testing

Table 4 addresses the hypothesized of the study, “Intention to Leave (INT) rates in Tashkent are influenced by a combination of factors including job satisfaction (SAT), job stress (JSS), Training and behavior (TD), employee turnover (ET)”. Path coefficient values along with R-Square are given below.

Job Satisfaction -> Intention to Leave - To examine the influence of several factors on the study’s dependent variable, the path coefficient from the PLS-SEM algorithm and the R square value from bootstrapping are given in the table. There is a positive significant relation between Job satisfaction and intention to leave ($\beta = 0.2406$, $p = 0.0002$).

Job Stress -> Intention to Leave - Hypothesis 2 showed a positive correlation exists between job stress and employee’s intention to leave their jobs in Tashkent. The Independent factor (JSS) has a strong positive relationship with the Intention to leave which is significant ($\beta = 0.3670$, $p < 0.0001$). It shows that a higher level of job stress will lead to finding a way to leave the job. Path coefficient values from the PLS-Algorithm and p values were extracted from Bootstrapping.

Training and Behavior -> Employee Turnover - According to the analysis, it was observed that Training and behavior have a positive significant relationship with employee turnover ($\beta = 0.8097$, $p < 0.0001$). Although it seems counterintuitive, the case is real.

Employee Turnover -> Intention to Leave

A statistically significant correlation was found between employee turnover and intention to depart ($\beta = 0.2894$, $p < 0.0001$). The dependability of the association was supported by the bootstrap analysis, which revealed a mean value of 0.2898, a standard error of 0.0677, and a t-value of 4.2744.

Mediation Analysis

Training Behavior -> Employee Turnover -> Intention to Leave

Hypothesis 5 tests Training behavior (TB) mediates the relationship between employee turnover (ET) and the employee’s intention to leave (INT). The indirect effect of training behavior on intention to leave by influencing employee turnover. The mediating influence of training behavior on intention to depart by influencing employee turnover. The survey results indicated a strong mediating process ($\beta = 0.2343$, $p < 0.0001$), implying that training activities influence the intent of an employee to resign not only directly but also indirectly by affecting turnover rates.

Table 4: Hypothesis Testing – Path Analysis

Effect	Path coefficient (Beta)	Standard bootstrap results				
		Mean value	Standard error	t-value	p-value (2-sided)	Supported/ Significant
H1: Job Satisfaction -> Intention to leave	0.2406	0.2457	0.0654	3.6775	0.0002	YES
H2: Job stress -> Intention to leave	0.3670	0.3639	0.0591	6.2141	0.0000	Yes
H3: Training Behavior -> Employee Turnover	0.8097	0.8128	0.0228	35.4671	0.0000	Yes
H4: Employee Turnover -> Intention to leave	0.2894	0.2898	0.0677	4.2744	0.0000	Yes
Mediation						
H5: Training Behavior ->Employee Turnover-> Intention to leave	0.2343	0.2356	0.0557	4.2044	0.0000	Yes

Note: for Any Relationship to Be Significant, $P < 0.05$ and/or $t > 1.96$.

Sources: Processing form ADANCO Software.

Discussion and Implication

The findings of this study provide valuable insights into the multifaceted factors influencing employees’ intention to leave their jobs in Tashkent, Uzbekistan. A significant negative correlation was observed between job satisfaction and intention to leave, aligning with previous research that emphasizes the critical role of job satisfaction in employee retention. Employees who experience higher levels of job satisfaction are less likely to contemplate resigning, indicating that organizations must prioritize initiatives aimed at enhancing job satisfaction. This can be achieved through various strategies, such as recognizing employee contributions, providing meaningful work, and ensuring a supportive workplace culture. By fostering an environment where employees feel valued and engaged, organizations can mitigate turnover intentions and enhance overall employee morale.

In contrast, the study revealed that job stress has a significant positive effect on employees’ intention to leave. This finding is consistent with the arguments presented by Leontaridi and Ward (2002), who identified job stress as a major factor that negatively impacts employee performance and increases attrition rates. Factors contributing to job stress, such as role ambiguity, excessive workload, and work-family conflict, can create a toxic work environment that drives employees to seek alternative employment opportunities. Therefore, organizations must implement effective stress management strategies to address these issues. This may include conducting regular workload assessments, offering flexible work arrangements, and providing employee wellness programs that promote mental health and work-life balance. By proactively managing job stress, organizations can create a healthier work environment that supports employee retention.

The study also highlights a paradox regarding the relationship between training behavior and employee turnover. While training is essential for skill development and career advancement, it can inadvertently increase employees' marketability to external employers, leading to higher turnover rates. This finding emphasizes the necessity for organizations to not only invest in training but also to develop retention.

strategies that encourage employees to remain with the company after receiving training. Strategies may include creating clear career progression paths, offering competitive compensation packages, and fostering a culture of internal mobility that allows employees to grow within the organization. By aligning training initiatives with retention strategies, organizations can enhance employee loyalty and reduce turnover intentions. Moreover, the implications of this study extend beyond individual organizations to the broader context of human resource management practices in Uzbekistan and similar settings. Organizations should adopt a holistic approach that integrates job satisfaction enhancement, stress reduction, and strategic training initiatives. This comprehensive strategy can lead to a more engaged workforce, reduced turnover intentions, and ultimately improved organizational performance.

Additionally, the findings suggest that organizations should consider the unique cultural and economic factors present in Uzbekistan when designing their HR strategies. Understanding the local context can help organizations tailor their approaches to better meet the needs and expectations of their employees, thereby enhancing retention efforts. Future research should explore additional variables that may influence employee retention and turnover intentions, such as leadership styles, compensation satisfaction, and organizational culture. Investigating these factors can provide a more nuanced understanding of the dynamics at play in employee turnover and retention, ultimately contributing to the development of more effective HR practices. By continuing to build on this research, organizations can better navigate the complexities of employee retention in an ever-evolving labor market.

Conclusion Limitations and Future Research Direction

This study encompasses a comprehensive examination of the relationships between job satisfaction, workplace stress, training behavior, employee turnover, and intention to resign. The results indicate that the intention to resign is negatively impacted by work satisfaction, indicating that employees who are more satisfied with their employment are less likely to contemplate leaving their positions. Alternatively, occupational stress is linked to a substantial increase in the intention to resign, which underscores the detrimental effects of stress in the workplace on employee retention.

Furthermore, the study's results suggest that employee resignation is significantly and favorably affected by training strategies. It is imperative to engage in ongoing professional development, as employees who receive exceptional training are less inclined to leave the organization. This underscores the importance of training's relevance. Additionally, high turnover rates are closely associated with increased turnover intentions among employees, as evidenced by the substantial correlation between employee turnover and intention to resign. This is due to the critical nature of the relationship.

The mediation study demonstrates that training conduct indirectly impacts the intention to depart by affecting employee turnover. This implies that enhancing training programs not only lowers

turnover rates but also indirectly diminishes employees' inclination to resign.

In summary, the findings highlight the significance of job satisfaction, job stress management, and effective training programs in decreasing employee turnover and desire to quit. To improve employee retention, organizations should prioritize the establishment of a friendly and fulfilling work environment, the implementation of stress reduction measures, and the investment in comprehensive training programs.

Future Recommendations

Future research should prioritize the examination of independent variables that contribute to a comprehensive understanding of employee turnover and the intention to leave. Specifically, it is essential to investigate the influence of various leadership styles—such as transformational, transactional, and servant leadership—on job satisfaction, job stress, and employee turnover, thereby providing practical insights for management practices. Additionally, the effects of technological solutions and remote work arrangements on job satisfaction, job stress, and turnover intentions warrant thorough exploration, alongside the identification of effective strategies for managing remote work environments. Furthermore, an analysis of salary satisfaction in relation to job satisfaction and turnover intentions is necessary, as it may reveal the implications of competitive compensation packages and equitable pay practices on employee retention. Lastly, exploring the relationship between marital satisfaction and workplace factors, including job satisfaction, job stress, and turnover intentions, could yield valuable insights into the effectiveness of work-life balance initiatives in reducing employee turnover [32-59].

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