

Psychological Capital and the Theory of Planned Behavior: Predicting Employee Turnover Intention in Region 7, Philippines



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ABSTRACT. To understand why employees resign, this study examines the relationship between psychological capital (an individual's positive psychological resources) and turnover intention (the likelihood of leaving a job) using the Theory of Planned Behavior (which suggests that intentions are influenced by attitudes, subjective norms, and perceived control). The study surveys 438 employees from various industries in Region 7, Philippines, and analyzes the data using statistical techniques. The results show that psychological capital is only directly related to subjective norms (social pressure to leave or stay). However, the study finds that employees with low psychological capital are more likely to consider the opinions of others when deciding whether to leave their jobs. This suggests that individuals with low levels of hope, resilience, optimism, and self-efficacy may be more easily swayed by social pressures. Further, the results support the Theory of Planned Behavior that the attitude, subjective norms, and perceived behavioral control influence the turnover intention of employees.

1.0. Introduction

The employee lifecycle begins with recruitment and ends with separation (Tabassum & Sahni, 2017 cited in Gladka et al., 2022). However, organizations prioritize employee retention to avoid the costs and disruptions associated with hiring and training new employees. While exit interviews offer insights into resignation reasons, they are reactive rather than proactive. More effective strategies include organizational climate surveys and focus group discussions, which allow organizations to address potential issues before they lead to turnover.

In the Philippines, voluntary resignations decreased from 2017 to 2020 but rose in late 2020, particularly in the National Capital Region (NCR) (PSA, 2021; 2020; 2019; 2018). This coincided with government-imposed lockdowns and the adoption of work-from-home (WFH) arrangements by some companies (Itasanmi et al., 2022; Raggala, 2022; Serra-Labrador, 2022; Kaushik & Guleria, 2020). While WFH benefited employees in sectors like IT, BPO, and online services, it presented challenges for manufacturing, essential goods, and services sectors (PSA, 2022). These sectors faced difficulties in

implementing WFH for production and frontline staff, leading to increased resignations.

The pandemic highlighted various reasons for employee departures, including job dissatisfaction, better alternatives, lack of advancement opportunities, and negative experiences (Leider et al., 2023). These factors, often stemming from ineffective retention strategies, underscore the importance of creating a workplace where employees feel valued and have opportunities for growth.

The increase in voluntary turnover starting in 2020, termed the "Great Resignation," was initially observed in the United States (Kuzior et al., 2022; Shukla et al., 2022). While data from NCR showed this trend, research on other regions remained limited. A 2023 study by Mynimo indicated that more Cebuanos were considering resigning (Letigio & Cacho, 2023). This highlights the need to explore the psychological factors influencing turnover, particularly in regions like Region 7, a major industrial and labor hub in the Visayas and Mindanao.

One significant factor is psychological capital, which encompasses hope, efficacy, resiliency, and optimism (Luthans & Youssef-Morgan, 2017; Buenacosa & Petalla, 2022). These psychological resources help individuals navigate workplace challenges (Luthans et al., 2004) and are linked to job satisfaction, organizational commitment, and reduced

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burnout (Salam, 2017; Sahoo & Sia, 2015; Sahoo et al., 2015). Low levels of psychological capital can contribute to job dissatisfaction, stress, and turnover intention (Abbas et al., 2014; Salam, 2017; Sahoo & Sia, 2015).

To understand the impact of psychological capital on turnover intention, the Theory of Planned Behavior (TPB) provides a valuable framework. TPB suggests that intentions to perform a behavior, such as resigning, are influenced by attitudes towards the behavior, subjective norms, and perceived behavioral control (Ajzen, 1991; Ajzen, 2020).

Attitudes towards turnover reflect an individual's perception of its favorableness. Subjective norms represent the perceived social pressure to engage in the behavior, influenced by the approval or disapproval of significant individuals or groups. Perceived behavioral control refers to an individual's belief in their ability to execute the behavior, considering available resources and past experiences.

This study investigates the indirect link between psychological capital and turnover intention through the lens of the Theory of Planned Behavior (TPB). Building on existing research that connects psychological capital to organizational variables like job satisfaction and organizational commitment (Paliga et al., 2022; Saleem et al., 2022; Tang et al., 2019), which in turn influence turnover intention (Wijesekara, 2023; Tnay et al., 2013; Medina, 2012), this study examines the levels of psychological capital and TPB variables (attitude, subjective norm, and perceived behavioral control) among employees to assess the predictive power of psychological capital on turnover intention. The study hypothesizes that psychological capital does not directly influence these TPB variables, and that these variables, in turn, do not predict actual turnover intention.

2.0. Methodology

Research Design. This study utilized descriptive and inferential research design. This means that the research describes the characteristics of the participants based on their levels of psychological capital, attitude towards turnover, subjective norm, perceived behavioral control, and turnover intention. The inferential part of the research highlights the usage of structural equation modeling, a more complex tool related to regression that combines the measurement model and structural model of the variables (Iacobucci, 2009).

Research Environment. The research was conducted in Region 7 in the Visayas group of islands in the Philippines. This consists of Cebu, Bohol, Siquijor, and Negros Oriental. The region's total land area is 15,875 square kilometers, and its population is 8,081,988 (PSA, 2021b).

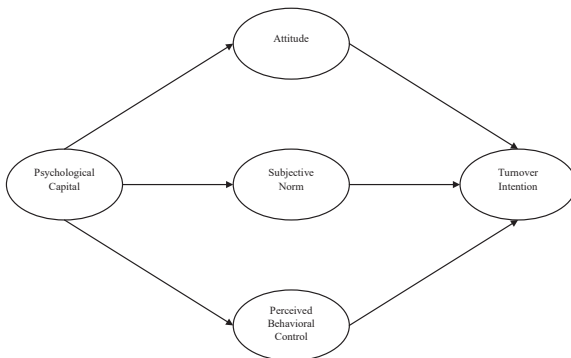
Participants. The researcher utilized purposive sampling as a sampling procedure. Participants must primarily work in various industries from Region 7, such as manufacturing, business process outsourcing, retail, education, finance, and others. They must also be at least 18 years old and should have tenure for at least 9 months (Roodt, 2004) with the company where an employer-employee relationship exists.

Responses from a total of 438 participants were included in the final analysis. Most of the participants were female across different provinces. The average age was 30 years old. The majority of them were working from Cebu and were mostly rank-and-file employees. Participants mostly came from manufacturing and business process outsourcing companies, which comprised 19% and 17% of the sample. The average tenure of participants was 47 months or approximately four years.

Measures. Five scales were used in this research to measure the variables. Firstly, this study utilized the Organizational Psychological Capital Scale to measure psychological capital (Cetin & Nejat-Basim, 2011). The scale consisted of 21 items, including items for hope, self-efficacy, resiliency, and optimism. The Cronbach's alpha of the scale was .91. In the original study, confirmatory factor analysis was run in two separate samples to determine its construct validity. Based on the findings, the dimensions of psychological capital matched both samples. The items were scored based on the respondent's actual rating. To determine the level of organizational psychological capital, the mean was computed based on the ratings.

Secondly, in measuring the attitude

Figure 1
Conceptual Model



towards turnover, a six-item bipolar scale was adapted from Moksness and Olsen (2017) in "assessing the submission to open access journals." To tailor-fit in the current study, the researcher modified it to, "For me, resigning from my current work is useless or useful, foolish or wise, ineffective or effective, boring or interesting, unenjoyable or enjoyable, unpleasant or pleasant. Cronbach's alpha on the scale was .88. A confirmatory factor analysis was run to determine the construct validity, and the results were deemed fit (Moksness & Olsen, 2017). The researcher utilized a 6-point scale with the bipolar adjective at the end of each scale. The right side of the scale indicated positive adjectives, which implied a positive attitude towards turnover, while the left implied a negative attitude. A composite score was obtained by averaging their rating from each item.

Thirdly, in measuring subjective norms, the researcher utilized the instrument used by Verlegh and Candel (1999), which was based on the research of Ajzen (1991). This consisted of two items using a 5-point Likert Scale ranging from strongly disagree to strongly agree. Dimensions of subjective norm studied were normative beliefs and motivation to comply. The composite score was calculated by multiplying the ratings given by the participants. A score of 9 meant a neutral influence of subjective norms toward the behavior in question. A score higher than 9 meant a high level of influence of normative beliefs and motivation to comply with the respondent. Based on the study, it had a reliability estimate of .712. Content validity was examined by determining the theoretical composition of subjective norms, which were normative beliefs and motivation to comply.

Fourthly, the researcher adopted the perceived behavioral control measure used by Van Breukelen et al. (2004) for the Navy in terms of turnover intention. They were asked about their age, work experience, situation in the labor market, and if they could find another job if they wanted to. Cronbach's alpha was .75 in the first study and .76 during the second study (Van Breukelen et al., 2004). Content validity was examined in their study by incorporating various research results relating to the construct. The scale consisted of 4 items on a 5-point scale. Scores from each item were treated as is. No reverse scoring was conducted. To determine the level of perceived behavioral control, the researcher obtained the average rating from the items.

Lastly, the researcher utilized the Turnover Intention Scale (TIS-6) by Roodt (2004) to measure the turnover intention of the participants. A 6-item frequency and attitudinal scale asked the participants to recall the frequency of contexts relating to turnover intention. To get the level of turnover intention, the researcher obtained its average rating. The TIS-6 was

reliable for the research survey with Cronbach's alpha of .80. To determine differential validity, Bothma and Rodt (2013) conducted an independent samples t-test on employees who stayed and those who resigned. Results were found to be significantly different. Thus, validity was confirmed.

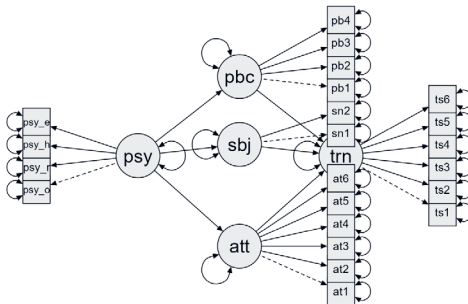
Procedures. The researcher prioritized sending approval letters to the different Human Resources Department of companies in Region 7, asking permission to include their employees in the studies. The online form link containing the questionnaire and the inclusion criteria were indicated in the letter. Those companies who approved the request facilitated the distribution of the survey questionnaire to their qualified employees. Moreover, the research also conducted simultaneous advertisements on various online platforms. Included in the advertisement were the title of the study, a short description of the research, inclusion criteria, and the online form link.

The researchers only opened the link for approximately four (4) months. After that, the online forms were closed for new responses. After completing the survey at the end of the form, the researcher thanked each respondent for their participation.

Statistical Analyses. Different statistical tools and techniques were employed to analyze the data. Describing the research participants was essential in determining their characteristics. To achieve this, the researcher utilized mean and standard deviation to report their age, tenure, and perceived socioeconomic status. Frequency statistics were also employed, including the number of times an answer was selected, the percentage, and the cumulative percentage. These were used to determine the location of their organization, employee classification, civil status, gender, and industries (i.e., manufacturing, business process outsourcing, retail, education, finance, and others). Moreover, the mean and standard deviation were also utilized for each variable. These were then compared to the scale used to determine the descriptive levels of each variable based on the responses of the participants. All of the scales utilized either a 5-point scale or a 6-point scale. An average or composite score near its middle value (i.e., 3.0) was interpreted to have an average construct level. Any rounded up/down number more than the middle value was interpreted as moderately high and high. In contrast, numbers less than the middle value were interpreted as relatively low and low.

Subsequently, in order to determine the relationship between variables, inferential statistics were employed, particularly Structural Equation Modeling (SEM). This statistical tool provides estimation and evaluation of the linear relationship model of the latent variables in the study (Shah &

Figure 2
Measurement Model of Variables



Goldstein, 2006). This accounted for the variances that were explained by the variables. This also considers the error variances brought about by the limitations of the research. Prior to the interpretation of the results of the study, fit indices were examined to ensure the fitness of the model. The following indices were utilized: Root Mean Square Error of Approximation (RMSEA), which should be below 0.08, Comparative Fit Index (CFI), and Non-normed Fit Index (NNFI), in which the values should be greater than 0.90. Two models were utilized in the study: the measurement and structural models. The former indicated the a priori relationship of the factors containing the latent variables and their corresponding measurement variables (See Figure 2). The structural model, on the other hand, provided us with the relationship between the latent variables after being analyzed (See Figure 3). To test these, Maximum Likelihood Estimation (MLE) was utilized. Consequently, the regression coefficients of each predictor-outcome relationship were analyzed. All statistical analyses were evaluated on a two-tailed alpha level of 0.05 to determine the significance of the relationship.

3.0. Results and Discussion

Employees’ Level of Psychological Capital

This study investigated the level of psychological capital among employees, a crucial resource for navigating workplace challenges. Psychological capital encompasses four key dimensions: hope, efficacy, resilience, and optimism.

Hope, characterized by a belief in one’s ability to find pathways to goals, was moderately high among employees (M=4.62, SD=0.84). The statement, “There are lots of ways around any problem,” received the highest rating, indicating employees’ strong belief in their capacity to overcome obstacles and achieve

desired outcomes by identifying multiple solutions.

Efficacy, reflecting confidence in one’s skills and ability to succeed, was also moderately high (M=4.58, SD=0.87). Employees felt capable of performing their tasks effectively and contributing meaningfully to their work, as evidenced by the highest-rated statement, “I feel confident helping to set targets/goals in my work area.”

Resilience, the ability to bounce back from setbacks, was evident in the employees’ moderate scores (M=4.51, SD=0.81). They expressed a capacity to persevere and navigate challenges, with the highest-rated statement being, “I usually manage difficulties one way or another at work.” This demonstrates a “can-do” attitude even in the face of adversity.

Optimism, characterized by a positive outlook and expectation of favorable outcomes, was another strong suit (M=4.63, SD=0.87). Employees generally approached their work with a positive mindset, believing in their ability to achieve success and overcome challenges, as indicated by the highest-rated statement, “I always look on the bright side of things regarding my job.” This overall moderately high level of psychological capital suggests a workforce equipped to handle workplace adversities and thrive in challenging environments.

Table 1
Employees’ Level of Psychological Capital

Dimensions	M	SD
Psychological Capital	4.59	0.75
Hope	4.62	0.84
Efficacy	4.58	0.87
Resilience	4.51	0.81
Optimism	4.63	0.87

Employee attitudes towards turnover, subjective norms, perceived behavioral control, and turnover intention

This study examined employee attitudes towards turnover, subjective norms, perceived behavioral control, and turnover intention. As shown in Table 2, participants demonstrated a moderately high attitude towards turnover (M=3.95, SD=1.25), indicating a generally favorable view of resignation. This suggests that employees may perceive turnover as an opportunity for growth or change, potentially addressing unmet needs within their current organization.

Interestingly, subjective norms, which reflect the influence of significant others on an individual’s

decision to leave a job, were considered average to relatively low (M=2.58, SD=0.95). This suggests that employees are less likely to be swayed by the opinions of others when considering resignation.

Participants reported a moderate level of perceived behavioral control (M=3.41, SD=0.81), indicating a moderate sense of influence over their decision to resign. The statement, “I could find a good alternative job if I wanted to,” received the highest rating, highlighting the perceived availability of alternative employment opportunities.

Finally, turnover intention was found to be moderate (M=2.98, SD=0.65), suggesting an average inclination to resign. Notably, the item “How often do you dream about getting another job that will better suit your personal needs?” received the highest rating, indicating that envisioning a more fulfilling job contributes to turnover intentions.

Table 2
Employees’ Level of Theory of Planned Behavior Variables

Latent Factors	M	SD
Attitude	3.95	1.25
Subjective Norm	2.58	0.95
Perceived Behavioral Control	3.41	0.81
Turnover Intention	2.98	0.65

Correlational Data

Given that the descriptives of each latent variable were presented, the relationship between the variables was examined using Structural Equation Modeling. The researcher ensured a model fit prior to the analysis.

The resulting fit indices of the structural model in Figure 3 were found to be acceptable: ($X^2= 203, n=385) = 509.016, p<0.01, NFI = 0.912, CFI = 0.922, RMSEA = 0.064$ (90 percent CI 0.058-0.070). Moreover, Table 3 shows the regression coefficient of the predictor-outcome relationship of the variables. This is also being used to verify the hypotheses of the research.

Table 3
Regression Coefficients

Predictor	Outcome	Estimate	SE	95% CI		p
				LL	UL	
Psychological Capital	Attitude	0.055	0.076	-0.094	0.203	0.47
	PBC	0.094	0.065	-0.034	0.222	0.15
	Subjective norm	-0.164	0.082	-0.325	-0.004	0.044*
Attitude	Turnover Intention	0.169	0.041	0.09	0.249	< .001*
	Subjective Norm	0.434	0.106	0.227	0.641	< .001*
PBC	Turnover Intention	0.103	0.051	0.002	0.203	0.046*

*p<0.05, PBC=Perceived Behavioral Control

The first hypothesis stated that psychological capital would not predict employee attitudes, subjective norms, or perceived behavioral control. This was partially substantiated when it indicated

that psychological capital did not influence attitude toward turnover ($\beta= 0.055, SE=0.076, p>0.05$). This contrasts with the results of various studies, which showed a positive relationship between the two variables in terms of behavioral intention in their respective studies (Sarwar et al., 2021; Luthans & Jensen, 2005; Ajzen, 1991). The researcher theorized that this may be due to different perceptions of people to resignations and that their level of hope, efficacy, resilience, and optimism plays only a little factor in their attitude towards turnover. Moreover, psychological capital did not influence perceived behavioral control ($\beta= 0.094, SE=0.065, p>0.05$). Like the previous relationship, the research theorized that employees had varying levels of available resources that could influence them to resign from their jobs.

On the other hand, the model shows that psychological capital predicted subjective norms ($\beta= -0.164, SE=0.082, p<0.05$). The negative relationship specified that having high levels of psychological capital as an internal resource means they can decide to resign without the influence of their significant people. These significant people may span from those they thought important in the workplace (i.e., colleagues, teammates, superiors, etc.) and those outside their workplace, such as their family, relatives, and friends. As shown in the relationship, employees with high psychological capital do not need the influence of other people as they already have enough resources (hope, efficacy, resilience, and optimism) to veer away from planning to resign (Zhang et al., 2021; Abbas et al., 2014). However, it is important to investigate the influence of significant people when the employees’ psychological capital is low. This underlines the significance of other individuals’ views in behavior execution. This exudes the interdependence between the employee and their significant people when they do not have any resources to execute the behavior.

The second hypothesis stated that attitude, subjective norm, and perceived behavioral control would not predict turnover intention. The results of the study indicated that a relationship existed between

attitude toward turnover and turnover intention ($\beta=0.169$, $SE=0.041$, $p<0.05$). Attitude towards turnover was the favorableness of the employees' view towards turnover, while turnover intention referred to the voluntary plan of employees to resign from their jobs (Bothma & Roodt, 2013). The positive correlation showed that those who think resignation was favorable to them may have led to possible plans of resigning. This supports the basic tenet of TPB, which states that along with its other variables, it influences the behavioral intention and execution of behavior (Ajzen, 1991). This is in accordance with the principle of compatibility wherein a correlation between attitude and behavior exists if they involve the same behavior and context, in this case, turnover (Ajzen, 2020; Ajzen & Cote, 2008). This is related to an attitude, an acquired behavioral disposition that makes a person respond in a particular way (Campbell, 1963 cited in Brügger & Höchli, 2019; Kaiser et al., 2010). In this instance, employees have a moderately favorable view with regard to turnover. This acted as a determinant for turnover intention.

It was also found that when significant others thought they should resign, they were most likely to develop turnover intentions. This was evident by the relationship between subjective norms and turnover intentions ($\beta=0.434$, $SE=0.106$, $p<0.05$). This interpretation must align with the role of psychological capital in the path analysis. As previously mentioned, employees with high psychological capital do not need the influence of their significant others in their decision to resign. However, this also means that employees rely on them when they do not have enough resources. This exudes the notion of interdependence between the employee and their significant people. According to Markus and Kitayama (1991), collectivist cultures place great importance on connectedness among people and cultivate strong bonds (Vishkin et al., 2023; Alampay, 2014; Church & Katigbak, 2000), which is mostly found in Asian cultures (Yoo et al., 2016; Abrams et al., 1998). Kapwa, a related concept, has a key function in this relationship, also known as the "shared identity" (Pe-Pua & Protacio-Marcelino, 2000). This describes that employees' significant people are being treated as co-equal with the self in terms of decision-making. This notion is also called

being "hindi-ibang-tao". Being a co-equal, the employee treats significant people with respect. This signifies their interdependence despite being essentially differentiated (Alampay, 2014). In effect, any decision of the employees affects their significant others. This may be why, given that the self has a low level of resources to execute the behavior, they are more likely to be influenced by the approval of their significant people to resign. They wanted to exude advice from other people in the decision-making process in the behavior execution (Cura, 2015; LeFebvre & Franke, 2013).

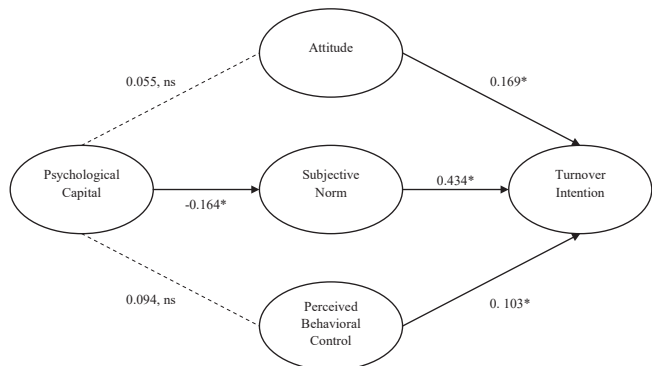
Lastly, it was also found that perceived behavioral control and turnover intention had a positive relationship ($\beta=0.103$, $SE=0.051$, $p<0.05$). Perceived behavioral control refers to the easiness or difficulty of performing the behavior (Ajzen, 1991). It could be deduced that external factors (Kidwell & Jewell, 2003; Ajzen & Timko, 1986), such as having skills perception and experience in their jobs, may indicate a high level of turnover intention among employees (Sokhanvar et al., 2018). It was further found that chances and other offers outside the organization are related to turnover intention among career development-oriented individuals (Stahl et al., 2009). Finding a new job, the presence of vacancies from other companies, and their work experience act as a resource in their decision to resign from their jobs (Sokhanvar et al., 2018; James, 1991).

Figure 3 shows the structural model of the relationship among variables. The two relationships, psychological capital towards attitude and perceived behavioral control were insignificant.

4.0. Conclusion

The research's results helped us understand employees' psychological capital, attitude towards turnover, subjective norm, perceived behavioral

Figure 3
Structural Model of the Relationship of the Variables



Notes: *significant at $p<0.05$; ns=not significant

control, and turnover intention and which factors led employees to resign. For their psychological capital level, it was found that employees had moderately high levels. This exhibited that despite challenges faced in their respective organizations, they were most likely to address them due to the adequacy of resources, primarily hope, efficacy, resiliency, and optimism.

Subsequently, results also showed that participants had moderately high attitudes towards turnover, average to relatively low subjective norm levels, moderate perceived behavioral control levels, and moderate levels of turnover intention. The findings regarding attitude showed that participants had a favorable view of turnover. However, the subjective norm level showed that they were not mostly influenced by their significant people in terms of the decision to resign. Participants' level of perceived behavioral control indicated that they view resigning as something easy or difficult, being at an average level. This also held true regarding the turnover intention among participants, wherein they had the average intention to resign from their jobs.

Apart from describing the levels of the variables, the research was also interested in understanding their relationship. The research primarily utilized the Theory of Planned Behavior (TPB) as the conceptual framework, and this was extended by introducing psychological capital as the exogenous variable to further understand its relationship with the TPB variables.

It was found that psychological capital only had a relationship with subjective norms. On the other hand, all TPB variables had a significant relationship with turnover intention. The results supported the Theory of Planned Behavior, which states that an intention before behavioral execution is influenced by attitude, subjective norm, and perceived behavior. From this relationship, it can be concluded that employed individuals had a higher likelihood of resignation if there was a favorable view on turnover and if they perceived it as easy to execute. The relationship path of psychological capital to subjective norm towards turnover intention gave another insight into the relationship. It was found that employees were more likely to think of turnover intention if they have low psychological capital, which influences them by their significant people into potentially resigning. This indicated that the resources employees had played an important role in turnover intention. From this, it can be concluded that activities bolstering the psychological resources of employees may potentially lower turnover intention by looking into the influence of their significant people in the decision-making process.

The relationship found among variables In the

study provides insight into the factors associated with employee turnover intention. This becomes a baseline for crafting programs and activities to address the possibility of employee turnover and improve organizations' retention rates.

5.0. Limitations of the Findings

The current research quantitatively examined the relationship between the TPB variables and psychological capital. Thus, the research explained only the resultant relationship and its implications. Moreover, the research utilized a purposive sampling technique due to the challenges in obtaining participants. Future research may explore the possibility of using probability sampling techniques.

6.0. Practical Value of the Paper

The results of this study may provide new perspectives on the factors affecting turnover intention. In behavioral research, the Theory of Planned Behavior determines the likelihood of behavior execution based on the variables. This research would tackle these and know how psychological capital would likely influence another variable. Specifically, this research may further extend the understanding of how psychological capital was related to the variables of the main framework.

Turnover is a normal part of the employee lifecycle in the organization. However, various data established that voluntary turnover worsened during the pandemic compared to the pre-pandemic statistics. Should another pandemic happen, organizations may not only prepare for the actual impact of the disease but also the indirect effects of the pandemic on employment continuity. They may introduce a risk management plan to mitigate employee turnover intentions and actual turnover.

Looking closely, this may benefit organizations and the individuals themselves. At the individual level, the employees may glimpse how their level of psychological capital can affect how they view the favorability of turnover intention, how their significant people affect their decisions, and how their capability to execute behavior can predict their decision to resign from their current jobs. Given these, the companies may utilize the research results to craft developmental and engagement programs as part of the human resources' thrust that would address the possible significant variables of the study to prevent turnover intention. It could lead to turnover.

From a business perspective, lowering the turnover rate lessens the direct and indirect costs of losing people, potentially affecting the organization's efficiency and profitability. Hence, it may benefit organizations by reducing turnover and increasing retention rates. Although the study sample was

in Region 7, the research results may also benefit companies outside of the region. It would depend on the sound judgment of the organizations on how the results would apply to their industry and the institutionalization of change management programs to address turnover.

7.0. Directions for Future Research

Future researchers may explore expanding the scope of the research by including their actual motivations in turnover intention. They can provide qualitative information on how each variable may affect their eventual decision. In this way, the statistical analysis results can be complemented by their lived experiences. Moreover, the research can also be done longitudinally and be examined for a determined duration after the initial survey to find out which among the participants have actually resigned from their jobs and which factors influenced them from doing their previous plan of turnover. At the organizational level, future researchers may also explore the programs implemented by companies to prevent employee turnover based on the research results.

8.0. Declaration of Conflict of Interest

The researchers declared no conflict of interest.

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