

JOB AND ORGANIZATIONAL FACTORS ASSOCIATED WITH EMPLOYEE ATTRITION

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Abstract

Employee attrition remains a critical issue for organizations because it affects workforce stability, operating efficiency, and long-term performance. The present study investigates the job and organizational factors associated with employee attrition by examining how selected workplace and employee-related variables influence the likelihood of employees leaving an organization. The study adopts a quantitative and explanatory research design based on a secondary employee-level dataset. After data screening and preparation, descriptive statistics, chi-square analysis, mean comparison tests, and binary logistic regression were used to identify the significant determinants of attrition. The findings show that attrition is significantly associated with overtime, business travel, distance from home, age, years at company, job satisfaction, environment satisfaction, and job involvement. Employees who work overtime, travel frequently, and live farther from the workplace are more likely to leave, while employees with higher job satisfaction, stronger involvement in their work, and better satisfaction with the work environment are less likely to exit. The results also indicate that younger employees and those with shorter tenure show a higher probability of attrition. The study highlights that employee attrition is shaped by both job demands and organizational experience rather than by a single factor. It contributes to the employee retention literature by offering an integrated view of workplace conditions associated with attrition and provides practical insights for organizations seeking to improve retention through better work design, support, and employee engagement.

Keywords: *employee attrition, job satisfaction, overtime, business travel, organizational factors, employee retention*

1. Introduction

Employee attrition has taken a prominent place in today's organization as it directly impacts the productivity, continuity, morale and long-term performance of an organization. High attrition not only adds to recruitment and training costs, but also disrupts knowledge retention and contributes to the lack of stability in the organization. For this reason, the understanding of job and organizational factors that influence the intention of employees to leave has become largely important in management and organizational research. Existing literature makes it clear that attrition is very seldom a result of a single reason; it is the combination of leadership practices, organizational support, work environment, psychological conditions and job-related experiences that add up to attrition.

A growing body of research indicates the importance of perceived organizational support in minimizing employee turnover intention. Employees who feel valued and supported by their organizations are more likely to become more psychologically attached and have lower intentions to leave. Jing and Yan (2022) found that perceived organizational support has an important effect on turnover intention by psychological ownership, suggesting that employees hold on to the job if they feel that the organization recognizes and values their contribution. Similarly, Urbonas *et al.* (2015) demonstrated that perceived organizational support and organizational commitment are significant in explaining the turnover-related outcomes. Salvador *et al.* (2022) further argued that organizational culture influences turnover intention by way of perceived organizational support and job insecurity. These studies suggest that decisions that employees make about staying in or leaving an organization are highly dependent on the degree to which they perceive the organizational environment to be supportive and secure.

Leadership has also become an important determinant in employee retention. Positive leadership styles typically result in higher levels of employee commitment and satisfaction while negative leadership leads to higher levels of withdrawal intentions. Chen *et al.* (2021) found that transformational leadership enhances employee job satisfaction by creating positive climate of employee relations. In a similar way, Yuuuu (2021) reported that transformational leadership helps to reduce the turnover intention by making the employee performance stronger. Yang *et al.* (2019) also found that entrepreneurial leadership decreases turnover intention by the job embeddedness, job satisfaction, and affective commitment. On the contrary, negative leadership styles can increase the risk of turnover. Iqbal *et al.* (2022), despotic leadership leads to a greater turnover intention in employees through toxic workplace and cognitive distraction. Likewise, Saleh *et al.* (2022) found that leader conscientiousness and ethical leadership affect turnover intention by means of ethical climate and emotional exhaustion. Chu *et al.* (2022) further proved that strengths-based leadership also reduces turnover intention by providing improved constructive change and job control. Collectively, these studies indicate that leadership is one of the most influential organizational factors that affect the retention of employees.

In addition to leadership and support, job satisfaction is one of the most common predictors of intention to leave. Employees who are satisfied with their jobs tend not to be prone to leaving the job; however, dissatisfaction is often a factor that can increase withdrawal behavior. Deng *et al.* (2021) found that occupational identity and job satisfaction have a significant effect of turnover intention, confirming the central role of job-related attitudes in retention. Yang *et al.* (2019) likewise stressed that job satisfaction mediated the relationship between leadership and turnover intention. These results indicate that job satisfaction is not simply the outcome of organizational processes, but also an important mechanism through which job and organizational factors influence employee attrition.

Workplace demands and psychological strain are also a major contributor to turnover intention. Shao *et al.* (2022) found that there is a high link between psychological contract, self-efficacy, and job stress which is particularly related to employees experiencing imbalance between job demands, control, and support and turnovers intention. Ilyas *et al.* (2020) likewise reported that performing illegitimate jobs leads to an increase in turnover intention, while support from a supervisor has the potential to decrease such negative effects. These studies show that employees are more likely to think of leaving their jobs when their working environment becomes stressful, unfair or psychological exhausting.

Although the previous research has made significant contributions, the literature still demands for more empirical studies on the composite effects of job and organizational factors on employee attrition. Much of the existing research is focused upon turnover intention instead of actual attrition-related outcomes; and many studies stress single predictors instead of a wider range of job and organizational variables. Against this background, the present study aims at investigating the relationship between the job-related and organizational factors on the one hand and employee attrition on the other. By concentrating on variables like work conditions, involvement, satisfaction, and organizational experience, the purpose of the study is to contribute to the literature in expanding field employee retention and offer some practical information for organizations aiming to reduce attrition.

2. Methodology

2.1 Research Design

This research has a quantitative and explanatory research design to investigate the relationship between the factors that affect the attrition of employees. The design is suitable since the research is aimed to find out the influence of selected variables of employees in job and organization to attrition.

2.2 Data Source and Sample

The study is based on a secondary data set on the employee's level that was compiled by Prasath (2022). The observations are individual employees. Before analyzing the data set was screened to determine the structure, relevance, and suitability of the data for the study. Duplicate records were found and removed to enhance the quality of the final sample.

2.3 Variable Operationalization

The dependent variable is employee attrition, which is measured as a binary outcome that refers to whether an employee left the organization or not. The independent variables are age, business travel, department, distance from home, education field, environment satisfaction, gender, job involvement, job level, job role, job satisfaction, monthly income, number of companies worked, overtime, percent salary hike, years at company. Variables with no meaningful variation were dropped from inferential analysis.

2.4 Data Preparation

The data set was prepared by data screening, duplicate removal, and coding of variables for analysis. Categorical variables were grouped appropriately and continuous variables were kept as they were. This process ensured that the data were clean, consistent, and ready for statistical testing.

2.5 Data Analysis

The data analysis employed was descriptive and inferential statistics. Descriptive statistics including frequency, percentage, mean and standard deviation were used to summarize the characteristics of the data. Inferential analysis comprised of chi-square test for categorical variables, mean comparison tests for continuous variables, and binary logistic regression for finding out the significant determinants of employee attrition.

3. Results

3.1 Descriptive Statistics

Table 1 shows the descriptive statistics for the continuous variables that took part in the analysis. The mean age of employees was 35.53 years and standard deviation was 8.63 years, which shows a moderately experienced workforce. The mean monthly income was 5,282.84, and average years at company was 5.68 years, which indicated a mixture of relatively new and moderately tenured employees. The mean distance from home was 9.21 suggesting that a good number of employees commute a moderate distance to their work place. Overall, the observed range and variability in the variables presented in Table 1 suggest that there is enough dispersion in the dataset for meaningful statistical analysis.

Table 1. Descriptive statistics of continuous variables

Variable	Mean	SD	Min	Max
Age	35.53	8.63	18	60
DistanceFromHome	9.21	8.01	1	29
MonthlyIncome	5282.84	3087.05	1009	16555
NumCompaniesWorked	2.42	2.22	0	8
PercentSalaryHike	14.06	2.46	11	19
YearsAtCompany	5.68	3.95	0	18

3.2 Association Between Attrition and Categorical Variables

To investigate if the level of attrition differed according to employee and organizational characteristics, the chi-square tests of association were performed. As illustrated in Table 2, attrition was significantly related to a number of variables such as business travel, department, education field, environment satisfaction, job involvement, job level, job role, job satisfaction and overtime. Gender was, however, not significantly related to attrition.

Table 2. Chi-square results

Variable	Chi-square	df	p-value
BusinessTravel	19.35	2	0.0001
Department	10.17	2	0.0062
EducationField	12.55	5	0.0279
EnvironmentSatisfaction	15.11	3	0.0017
Gender	1.29	1	0.2562
JobInvolvement	22.18	3	0.0001
JobLevel	37.91	3	0.0000
JobRole	53.83	8	0.0000
JobSatisfaction	9.74	3	0.0209
OverTime	52.04	1	0.0000

To further illustrate these differences, Table 3 presents the attrition rates by selected categorical variables. The results in Table 3 indicate that there is considerable variation in attrition in the different work conditions.

Table 3. Attrition rate by selected categorical variables

Variable	Category	Attrition Rate (%)
OverTime	No	11.4

OverTime	Yes	30.1
BusinessTravel	Non-Travel	7.5
BusinessTravel	Travel Frequently	25.8
BusinessTravel	Travel Rarely	15.4
JobSatisfaction	1	22.1
JobSatisfaction	2	17.3
JobSatisfaction	3	17.2
JobSatisfaction	4	12.0

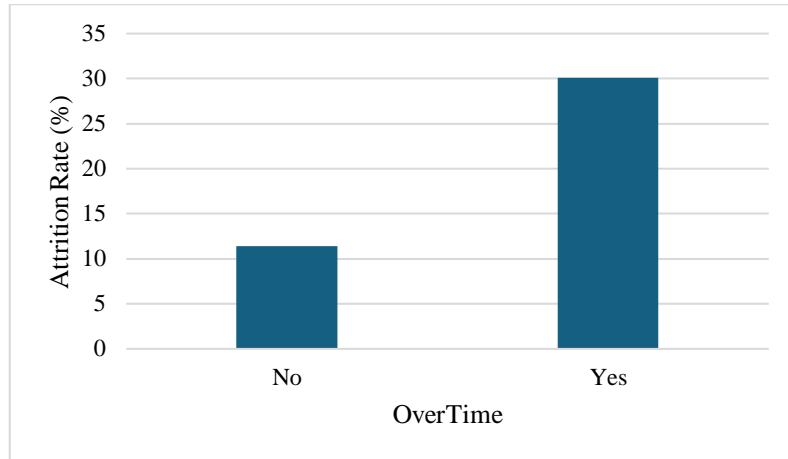


Figure 1. Attrition rate by overtime

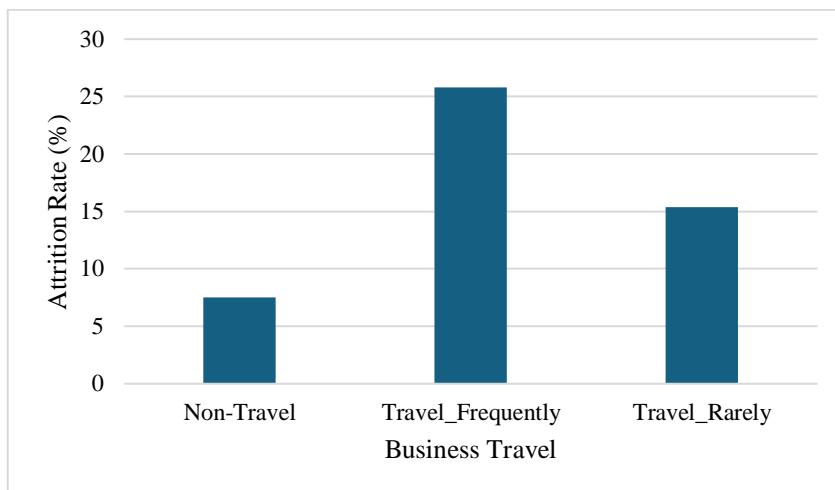


Figure 2. Attrition rate by business travel

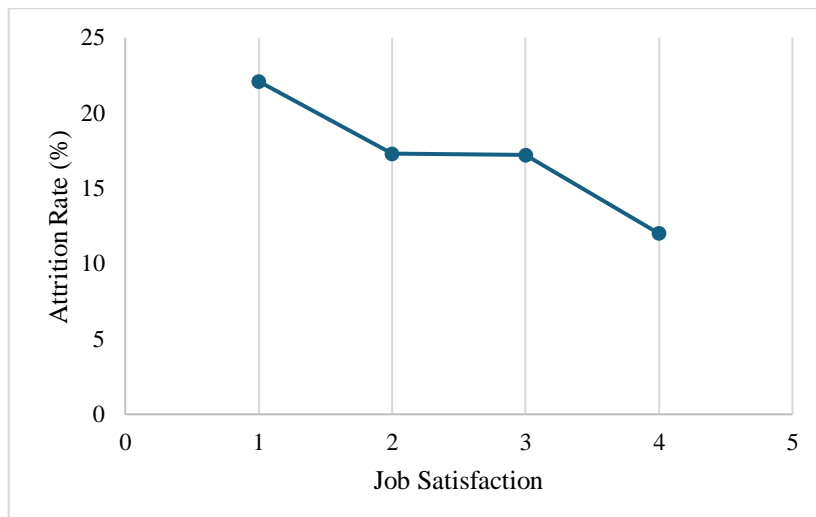


Figure 3. Attrition rate by job satisfaction

The results show that the attrition levels of employees who work overtime are considerably higher than those who do not, as shown in Table 3 and Figure 1. Similarly, employees that travel frequently on business have higher rates of attrition as shown in Table 3 and Figure 2. Attrition is also reduced when job satisfaction improves and one can see this from the Table 3 and Figure 3 which is a good pointer to the importance of the workplace satisfaction in employee retention.

3.3 Mean Differences in Continuous Variables by Attrition Status

Table 4 compares the average values of continuous variables between those employees that left the organization and those who stayed. The results in Table 4 show statistically significant differences in some of the variables. Employees that left the organization were generally younger, had lower monthly income and had fewer years at company compared with employees who stayed. In addition, they lived further away from their workplace on average.

Table 4. Mean comparison by attrition status

Variable	Mean (Yes)	Mean (No)	t-value	p-value
Age	32.25	36.18	-5.42	0.0000
DistanceFromHome	10.70	8.92	2.56	0.0112
MonthlyIncome	4325.73	5472.09	-4.79	0.0000
NumCompaniesWorked	2.69	2.37	1.66	0.0988
PercentSalaryHike	13.70	14.13	-2.15	0.0322
YearsAtCompany	4.17	5.98	-5.84	0.0000

3.4 Logistic Regression Results

In order to find the independent factors affecting the attrition behavior of employees, the binary logistic regression analysis was performed. The results reported in Table 5 present the statistically significant predictors in odds ratio form.

Table 5. Significant predictors of employee attrition

Predictor	Odds Ratio	p-value
BusinessTravel: Travel Frequently	6.00	0.0001
BusinessTravel: Travel Rarely	2.58	0.0243
EnvironmentSatisfaction: 2	0.43	0.0038
EnvironmentSatisfaction: 3	0.38	0.0002
EnvironmentSatisfaction: 4	0.29	0.0000
JobInvolvement: 2	0.34	0.0023
JobInvolvement: 3	0.24	0.0000
JobInvolvement: 4	0.16	0.0000
JobLevel: 2	0.42	0.0089
JobSatisfaction: 4	0.34	0.0001
OverTime: Yes	4.11	0.0000
Age	0.96	0.0021
DistanceFromHome	1.04	0.0007
YearsAtCompany	0.92	0.0232

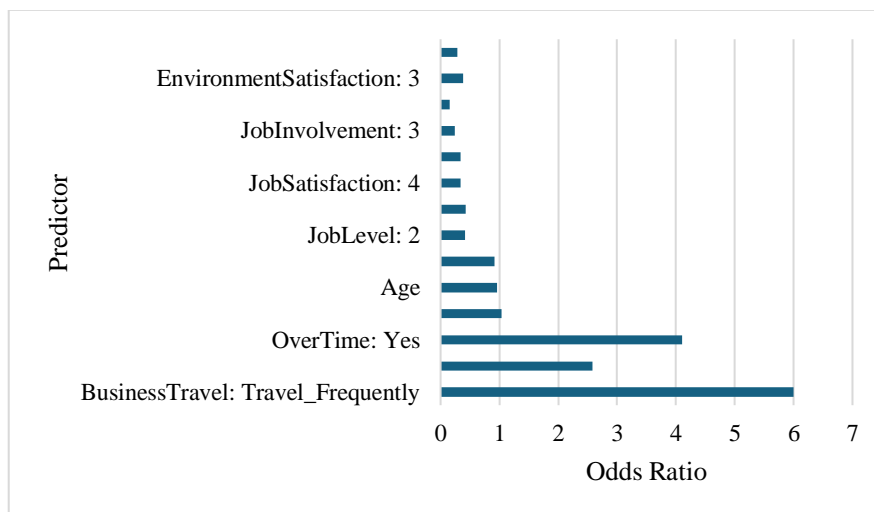


Figure 4. Significant predictors from logistic regression

The results of the logistic regression model as given in Table 5 show that overtime and frequent business travel have significant positive effects on the probability of employee attrition. On the other hand, increases in environment

satisfaction, job involvement, and job satisfaction have a significant and beneficial effect on the risk of attrition. Also, older employees and those with longer tenure are less likely to leave the organization, and employees with longer distances of travel from their workplace have slightly higher probabilities of leaving the organization, as shown in Figure 4.

4. Discussion

The present study examined the job and organizational factors that are related to employee attrition and found that attrition is determined by both the demands of the workplace and the experience of the employee in the organization. The results showed that overtime, business travel and distance from home, age and years at company, job satisfaction, environment satisfaction and job involvement were significant factors associated with attrition. These findings suggest that employee attrition is not due to a single isolated reason, but it is the interaction of work pressure, organizational conditions, and personal employment circumstances that lead to attrition.

One of the most robust findings is the impact of overtime on higher levels of attrition. Employees who worked overtime were more likely to leave than those who did not work overtime. This implies that overloading and increasing working hours may lead to reduction in the attachment of employees for the organization. Overtime often generates fatigue, stress, and imbalance of work and life, which may gradually make the employees more desire to withdraw. This finding is consistent with Zhang *et al.* (2022) which showed that unfavorable workplace conditions contribute to turnover intention by lower job satisfaction and higher burnout. Similarly, Lazzari *et al.* (2022) affirmed that the results of turnover are more easily explained by job-related pressures in addition to employee's attitude.

The study also found that the more business travel people did, particularly if they travelled frequently, the higher the level of attrition. Employees that travelled frequently were more likely to leave than those who did not travel. This would mean that repeated travel might also become burdensome, due to the disruption of routine, the increase of physical and mental exhaustion and the lack of stability in the daily life of the employees. While the dataset does not directly measure work-life balance the finding is supported by previous research. Berber *et al.* (2022) found that flexible work arrangements lead to decreases in turnover intentions due to job satisfaction. By contrast, rigid work structures that demand more and offer less flexibility could create more dissatisfaction and raise attrition risk.

Employees with low job satisfaction were more likely to leave the organisation and high job satisfaction reduced attrition. This finding is supported by previous literature, which finds job satisfaction to be one of the most important predictors of turnover. Zhang *et al.* (2022) concluded that work place social capital decreases turnover intention by job satisfaction and Berber *et al.* (2022) had a similar finding that job satisfaction mediates the group between work arrangements and turnover intention. The present study contributes to this evidence by demonstrating the importance of job satisfaction, even when several job and organizational variables are considered simultaneously.

The results also revealed that the environment satisfaction and job involvement did reduce the attrition. Employees who were more satisfied with their work environment, and more involved with their jobs, were less likely to leave. These results indicate that employees remain when they are comfortable in the workplace and have a psychological commitment to their work. A supportive environment may increase the sense of belongingness among the employees, while job involvement is expressed more emotionally and mentally invested in the job. These findings are consistent with the results of Li *et al.* (2022) demonstrating that perceived organisational support and employee care reduces turnover intention and increases work engagement. They are consistent with Mengstie (2020), who found that organizational justice has a significant impact on the intention to turnover.

The results of this study revealed that there was a negative relationship between age and years at company and attrition. Younger employees were more likely to leave whereas older employees were less likely to leave. Similarly, those in shorter duration of employment were more likely to leave than those employees who had been in the organization for more years. This trend indicates that attrition is more common for employees in the early part of an employee's career or relationship with their organization. Younger employees might have career mobility and might be more willing to search for other opportunities. In contrast, longer tenured employees may have greater attachment, familiarity and embeddedness to the organization. This interpretation is supported by Li *et al.* (2022), who demonstrated that age influences the relationship between organizational support and turnover intention.

Another important factor is distance from home. Employees who lived farther from the place of work were more likely to leave the organization. This indicates that the commuting burden is a factor of attrition. Longer travel distance leads to more time pressure, physical tiredness and personal inconvenience which might make employees not so satisfied with their job anymore in the long term. This finding is also highly consistent with the findings of Demiral (2018), who found that the commuting stress has a positive impact on turnover intention, and that life satisfaction partially explains this relationship.

Overall, the study demonstrates that the process of attrition is influenced by the relationship between job demands and organisational experience. High-demand conditions such as overtime, frequent travel and long commuting distance increase attrition risk, while positive work experience such as job satisfaction, environment satisfaction and job involvement reduce it. These results are consistent with recent turnover literature that emphasizes the likelihood of employees to leave when the pressure in work is high, and the organizational support or satisfaction is low (Lazzari *et al.*, 2022; Zhang *et al.*, 2022). The results indicate that organizations can take steps to lower attrition by optimizing overtime, restricting excessive travel, enhancing the work environment, working to strengthen employee involvement, and providing support to younger and short tenure employees.

5. Conclusion

This study considered the factors in jobs and organizations that relate to the attrition of employees and demonstrated that employee exit is influenced by a combination of work-related pressures, organizational experiences, and employee characteristics. The findings indicated that overtime, business travel, distance from home, age, years at company, job satisfaction, environment satisfaction, and job involvement were significant job attrition determinants. In particular, employees with demanding working conditions (i.e., working overtime, frequent traveling, and with a longer commuting distance) were more likely to leave the organization. In contrast, the employees who reported higher job satisfaction, environment satisfaction and job involvement were less likely to exit. The results also showed that the younger the employees and the less duration with which they had spent their time in the organization, the more vulnerable they were to attrition. The study adds to the literature on employee attrition by demonstrating that attrition is not simply the outcome of individual choice and compensation-related issues, but a more general outcome of employee's interaction with his/her work environment and organizational conditions. By conducting a combination of descriptive, bivariate and logistic regression analysis, the study provides empirical research evidence that it is not enough to just consider job demands alone to understand employee retention, it is necessary to consider both positive and negative forces of the organization, namely job demands and positive organisational experiences. From a managerial perspective, the findings imply that organizations should minimize the overtime requirement, manage the travel demands, enhance the work environment, and enhance employee involvement and satisfaction. Overall, effective retention strategies require a comprehensive approach focused on the overall quality of the workplace experience of employees.

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