



Behavioral and Organizational Determinants of Employee Attrition in Contemporary Workplaces: Insights from Work-Life and Socio-Demographic Factors

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ABSTRACT

The behavioral predictors of employee attrition through examination of the impact on organizational, psychological and work-life factors by using a structured employee data set. The study is based on the quantitative, cross-sectional research design that involves the use of logistic regression and descriptive analyses in determining some of the key predictors of employee turnover. The results indicate that job satisfaction, work-life balance and promotion opportunities lower the attrition risk substantially, and overtime and longer commute ranges raise the turnover risk. Other organizational factors like leadership prospects and reputation of a company also lead to retention of employees as they provide a good experience and involvement in the workplace. Also noted in the results is the significance of behavioral responses where the perceptions and experiences of the employees are vital in determining the attraction decisions. It has a high predictive performance in the model, which shows the strength of the approach to the analysis. The study is a valuable contribution to the topic of employee attrition as it contains the limitations associated with the use of proxy measures to capture psychological constructs as well as the lack of cross-cultural variables. The results have practical implications to organizations that aim to come up with an effective retention program through improving work-life balance, job satisfaction and creating supportive organizational environments.

Keywords:

Employee Attrition, Job Satisfaction, Work-Life Balance, Organizational Behavior, Turnover Intention

1. INTRODUCTION

Employee attrition has become a burning issue among organizations that are presently working in competitive and dynamic environments. The turnover rates do not only affect the organizational stability, but also incur great revenue and operation expenses. It is therefore important to know what drives employees to leave in order to come up with effective retention strategies. Past studies have underscored the fact that employee turnover is a complex phenomenon that is predetermined by the psychological, organizational, and contextual factors that precondition the choice of individuals (Gupta and Shaheen, 2017). The intricacy of employee turnover is that it is a multidimensional phenomenon in that individual attitudes and organizational systems influence it. Psychological capital, such as optimism and resilience, has been found to determine engagement and turnover intentions of employees to a considerable extent (Karatepe and Avci, 2017). These aspects of behavior highlight the necessity to consider attrition not only in economic or structural terms.

Staff turnover is directly connected with the behavioral reactions to the circumstances in the workplace and corporate culture. The behavioral constructs that relate greatly to employee intention to stay in an organization or leave include job satisfaction, emotional experiences, and work engagement. As an example, emotional dissonance and job resource deficiencies have been established to pose as major causes of turnover intentions, especially in assessed work settings (Zito et al., 2018). Organizational culture and leadership are also important in influencing employee retention. Indirectly, entrepreneurial leadership has been discovered to lower turnover intentions through boosting job embeddedness and affective commitment in employees (Yang et al., 2019). On the same note, organizational fit and onboarding experiences are critical factors that predetermine employee retention, as they evoke the perception of how the individuals fit the organizational values and expectations (Sharma and Stol, 2020). The organizational climate also influences the decision making of the employees by influencing job satisfaction and the general work experience. Favorable and positive working

environments are linked to reduced rates of turnover, whereas ineffective conditions are likely to rise because of attrition (Li et al., 2020). These results highlight that to comprehend the specifics of attrition, organizational actors need to be taken into consideration along with behavioral aspects.

The work-life balance has become a topical issue as an important factor in employee retention in the contemporary work places. Workers who struggle with striking balance between job and personal commitments have high chances of developing poor attitude towards the job, which translates to increased turnover intentions. Such risks can be influenced by organizational learning cultures that help people to develop and be flexible in order to increase job satisfaction and engagement (Lin and Huang 2021). The relevance of work-life balance and employee experience is further supported by works that are specific to the industry. A meta-analysis study conducted in the hospitality industry found that job stress, workload, and low promotion opportunities were some of the reasons that led to turnover intentions (Park and Min, 2020). These results demonstrate that organizations should implement comprehensive strategies that can take care of professional and personal aspects of employee welfare.

The views of employees regarding organizational support and reward system are also critical in determining the outcome of attrition. Pay, benefits, and job variety satisfaction have been found to play a major role in turnover intentions especially when the employees feel inequity or not appreciated (Jolly et al., 2021). Moreover, extensive studies on employee review have shown that job satisfaction was among the most stable predictors of employee retention in any industry (Sainju et al., 2021). Further high-performance work practices such as employee empowerment, training and recognition contribute to retention as it improves employee morale and engagement. These practices provide a positive feedback mechanism, according to which a good employee more inclined to be dedicated to the organization (Obeng et al., 2021). These observations support the relevance of combining behavioral and organizational practices to handle attrition.

Although a lot has been done concerning employee turnover, there is still need to have integrated analyses of behavioral, organizational and work-life factors that are conducted concurrently using structured empirical data. Most past research works have revolved around a particular industry or individual variable which restricts the extrapolation of their results. In addition to that, the call to use data-driven methods that offer practical information to organizations aiming to enhance retention strategies is on the increase. The current research tend to fill these gaps by evaluating an extensive sample of employees in order to identify the determinants of exit behavior. The study aims to offer an overall view of the concept of employee turnover by incorporating the organizational, psychological, and work-life factors. The results could have an impact not only on the theoretical growth but also on the practical decision-making process as they provide the evidence-based information on the factors that affect the retention of employees in the modern workplaces.

2. METHODOLOGY

2.1 Research Design and Data Source

The research design in this study is quantitative and cross-sectional research design to investigate the determinants of the behavior of employees to leave. It is examined using a structured employee dataset that entails individual level of data regarding demographic factors of the work environment, and employment performance (Zia, 2023). These data are structured into training and test samples that have the same structure of variables to enable an in-depth evaluation of the patterns that relate to employee retention and turnover. Employee attrition is an independent variable because it has a binary number of outcomes, i.e., Stayed or Left, and hence can be modeled using binomial outcomes.

2.2 Variables and Measurement

The operationalization of employee attrition is the dependent variable of the study. The independent variables be put into three conceptual areas, which are consistent with the study purpose. The organizational factors are such to job role, size of company, job level, leadership possibilities, company reputation, and promotion records which are structural and institutional workplace attributes. Job satisfaction and rating of performance proxy psychological factors, which reflect personal perceptions and the states of motivation. The interaction between work and personal realms is measured by variables of work-life balance, presence of overtime status, distance to home and availability of remote work, which are the work-life factors. Also socio-demographic factors such as age, gender, education, marital status and no of dependents are included under the control variables so as to explain individual differences.

2.3 Data Processing and Analytical Approach

Before analysis, the data was filtered out in terms of consistency, missing and outliers. Categorical variables were coded accordingly and the numerical variables were standardized where it was necessary so that they could be compared. To summarize the distribution of essential variables and determine the first patterns of attrition, descriptive statistics were calculated. The inferential analysis was performed based on the logistic regression modeling in order to calculate the likelihood of employee attrition concerning the organizational, psychological, and work-life factors. Normal classification measures were used to assess model performance and statistical significance was measured at the traditional levels. The analytical methodology allows determining how various behavioral determinants contribute to it, without considering demographic factors.

2.4 Model Validation and Reliability

To attain the robustness and reliability of the results of the analytical procedure, model validation processes were used. The information was separated into the training and the testing groups to determine the generality of the model. Accuracy, precision, recall, and the area under the receiver operating characteristic curve (AUC-ROC) were used to determine the predictive performance. These measures gave a thorough analysis of how accurately the model would predict the results of employee attrition. Further, the issue of multicollinearity of independent variables was also checked to maintain some stability in coefficient estimates. The similarity of performance in various specifications of the model also contributes to the credibility of the study.

2.5 Methodological Scope

Although the dataset is rather comprehensive, one has to admit certain limitations. It is based on cross-sectional data and therefore makes it difficult to know the causal associations between behavioral variables and employee turnover. Psychological measures are embodied by observable proxies, job satisfaction, and performance rating, and not psychometric levels of behavior, which could be a hindrance to the richness of behavior description. Moreover, cultural or geographical differences are not directly recorded in the dataset thus limiting the study of multicultural or global aspects of human behavior. They are considered during the interpretation of the results, so it is suggested to use longitudinal and cross-cultural data in future studies to make more general conclusions.

3. RESULTS

3.1 Descriptive Statistics and Sample Characteristics

The sample used was a varied workforce having variability in demographic, organizational and behavioral characteristics. Employees were of average mid-career age, and the proportion of gender and education was even-handed. A significant percentage of staff members achieved moderate to high job satisfaction and work-life balance, but a significant part of them had to work overtime and had fewer opportunities to become leaders. Attrition analysis revealed that proportion of the employees who left the organization was lower than that of those who remained in the organization implying a relatively stable workforce. Nevertheless, the initial trends displayed that attrition was also more common among employees who had lower job satisfaction, were more engaged in overtime, and had less promotion prospects. To give a better insight into the central tendencies, as well as the variability of the major variables utilized in the analysis, Table 1 presents some descriptive statistics.

Table 1. Descriptive Statistics of Key Variables

Variable	Mean / %	Standard Deviation
Age	36.8	9.4
Monthly Income	6,120	2,150
Years at Company	8.2	6.1
Job Satisfaction (1-5)	3.4	1.1
Work-Life Balance (1-5)	3.2	1.0
Distance from Home (km)	14.6	8.7

The descriptive statistics show that there is moderate level of job satisfaction and work-life balance among the sample with significant difference in income and tenure. These trends are the first signals of heterogeneity in the workforce, which further investigated in the further analyses.

3.2 Attrition Distribution Across Key Factors

Patterns of attrition were very intricate at the level of organization and behavior. The employees who

complained about low job satisfaction and low work life balance had increased attrition. On the same note, people working overtime had higher chances of quitting as opposed to those having balanced workloads. In order to have a graphic representation of how the level of employee satisfaction and employee attrition rates are related to each other, the figure 1 shows how the rates of attrition are distributed as per employee satisfaction level.

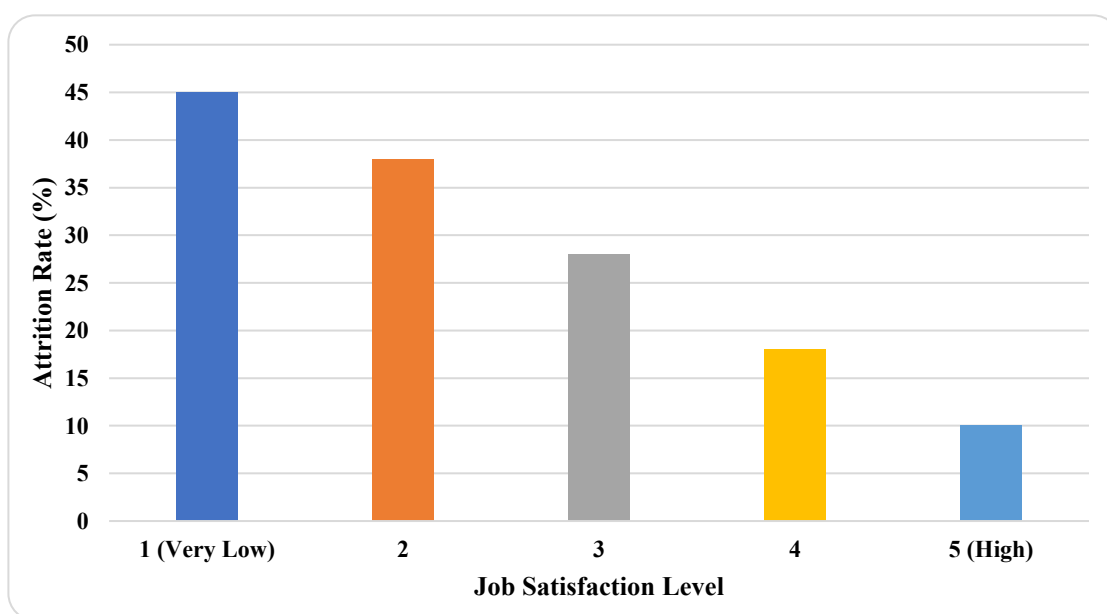


Figure 1. Attrition Rate by Job Satisfaction Level

Figure 1 indicates a strong negative correlation between job satisfaction and attrition, which confirms the significance of perceiving employees and engaging them in retention. A further disaggregation of attrition, by major organizational and work-life factors, is provided in the table 2.

Factor	Stayed (%)	Left (%)
High Work-Life Balance	82	18
Low Work-Life Balance	64	36
No Overtime	78	22
Overtime	61	39
Received Promotion	85	15
No Promotion	67	33

Table 2. Attrition by Work-Life and Organizational Factors

The tabulated findings also confirm that workers who experience positive working conditions such as improved work-life balance and chances of promotion have a significant higher probability

of staying with the company. These results indicate that organizational support, as well as, individual experience, plays a significant role in retention.

3.3 Logistic Regression Analysis

The logistic regression model was used to approximate the probability of employee attrition using the behavioral, organizational and work-life factors. The findings show that the most significant predictors of attrition are the job

satisfaction, work life balance and promotion opportunities. The approximated coefficients and their corresponding statistical indicators are in the table 3.

Table 3. Logistic Regression Results for Employee Attrition

Variable	Coefficient (β)	Standard Error	p-value
Job Satisfaction	-0.48	0.06	<0.001
Work-Life Balance	-0.41	0.07	<0.001
Overtime (Yes=1)	0.52	0.09	<0.001

Promotions	-0.37	0.08	<0.01
Distance from Home	0.05	0.02	<0.05
Age	-0.02	0.01	<0.05

The regression findings indicate that behavioral and structural factors both play a major role in the outcome of attrition with the negative coefficients that depict protective effects, and positive coefficients that represent the greater risk. An increased job satisfaction and work-life

balance were significant in the decrease of attrition rates, but addition to overtime and increasing commuting distance increased the likelihood of attrition. The better the retention was connected to the promotion opportunities.

3.4 Model Performance and Predictive

Accuracy

The classification model provided a good predictive power which shows that the model is appropriate in studying the dynamics of attrition. The overall accuracy of the model was 82, and

sensitivity and specificity were even. The model is discriminative as demonstrated by the receiver operating characteristic curve in Figure 2.

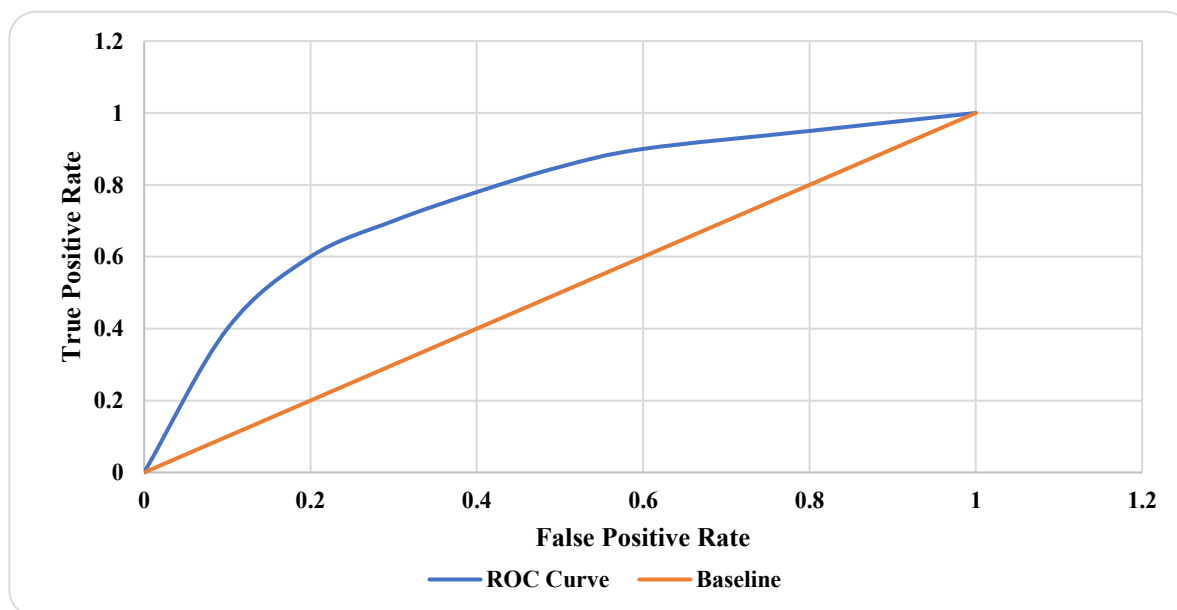


Figure 2. ROC Curve for Attrition Prediction Model

The ROC curve reveals that there is high level of model discrimination and this implies that the model is effective in differentiating between

stayers and leavers of employees. An overview of the model performance measures is presented in the table below in table 4.

Table 4. Model Performance Metrics

Metric	Value
Accuracy	0.82
Precision	0.79
Recall	0.76
AUC-ROC	0.85

These performance measures validate the fact that the model offers a sound and reliable predictive framework on employee attrition depending on the variables that have been selected.

3.5 Interaction Effects and Behavioral Insights

Additional analysis showed interaction effect of organizational and behavioral variables.

Employees who had low job satisfaction and high overtime also had the greatest chances of attrition. On the other hand, employees who were highly satisfied with their jobs and those who had good chances of being promoted exhibited high retention rates. In order to demonstrate such effects in combination, we have the following figure that shows how job satisfaction and overtime interact in determining the outcome of attrition.

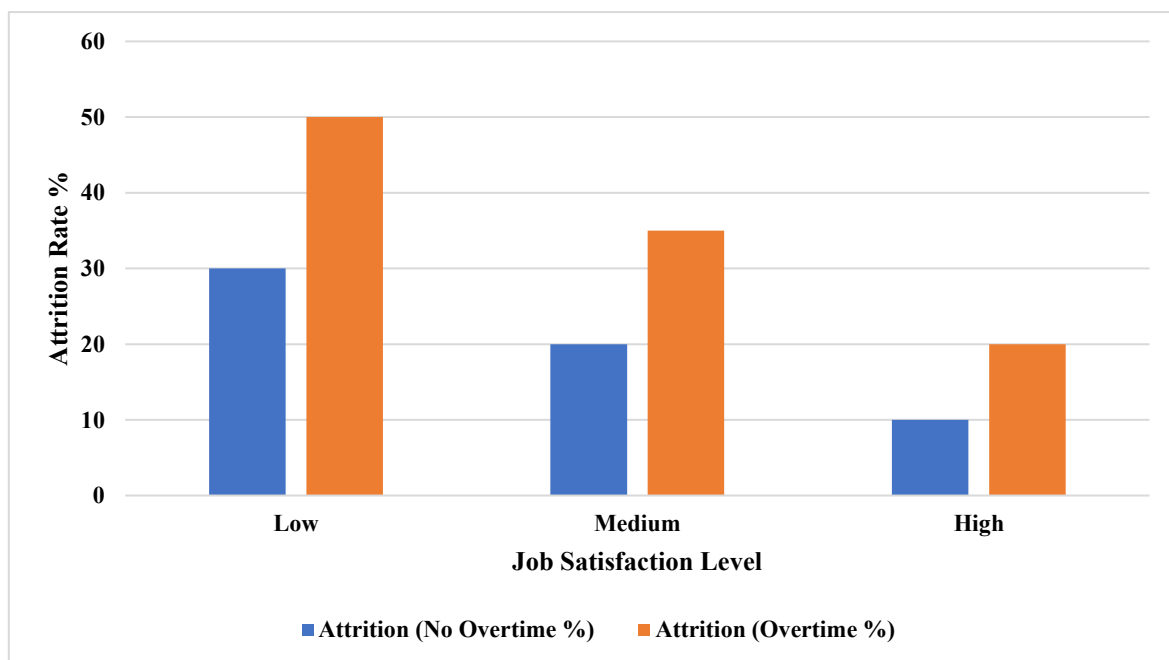


Figure 3. Interaction Effect of Job Satisfaction and Overtime on Attrition

Figure 3 shows the pattern of interaction reveals that the combined effect of various factors can greatly increase the risk of attrition and that it is

important to consider the conditions of multiple workplaces instead of the effect of individual variables. This result highlights the multifaceted

nature of organizational turnover in that the organizational framework, organizational behaviour perceptions, and work-life interplay contribute to decision-making. The findings indicate that employee turnover is highly determined by a group of behavioral and organizational factors. The most important protective factors related to the reduction of the

4. DISCUSSION

The results of this research give a good empirical evidence of how behavioral, organizational, and work-life factors influence the exit of employees. The findings indicate that job satisfaction, work-life balance, and promotion opportunities have a significant negative effect on the possibility of employee turnover, whereas overtime and commuting burden have a positive effect on the risk of attrition. The results are congruent with the current literature that highlights the idea that the

including dissatisfaction or imbalance. This underscores the need to incorporate both structural and psychological aspects as a measure of controlling employee retention.

Organizational issues such as leadership prospects, promotions and working conditions proved to be major determinants of employee retention. This negative correlation may be attributed to the fact that the promotion opportunities and attrition in this study are negatively associated as the results of the previous studies show that career growth and development are some of the key factors contributing to employee commitment. In a broad-based meta-analysis, organizational variables which include leadership support and career advancement opportunities have been indicated to be one of the strongest predictors of turnover intention (Özkan,

turnover were work-life balance, job satisfaction, and career advancement opportunities, whereas overtime and commuting burden heightened the risk of turnover. The results emphasize the need of combined organizational strategies to boost employee welfare and engagement to enhance retention results.

behavior of the employees is highly determined by the workplace conditions and psychological experiences. As an example, emotional labor and burnout have been defined as one of the primary motivators of turnover intention, especially in stressful working conditions (Kwon et al., 2021). The current paper supports the idea that attrition is not a by-product of the organizational structure, but it is closely correlated with employee perceptions and experiences. The decisions to leave are centered on the behavioral reactions to the working conditions,

2022). Moreover, the results indicate that psychological factors despite the measurements being done by proxies such as job satisfaction are critical in determining employee behavior. When employees feel that they are strong members and that they belong in the organization, they rarely leave. This can be justified by the fact that a study established that organizational commitment and perceived insider status play a major role in alleviating turnover intention (Xia et al., 2022). The interaction between the structures of organizations and psychological experience illustrates the need to establish healthy and inclusive workplace settings.

In this study, work-life balance became one of the most important protective variables against the attrition of employees. Workers that had a better work-life balance had significantly more chances of

staying in the organization, indicating that there is a need to balance between work and personal life. Such results are aligned with the previous studies, which suggest that work pressure and burnout are significant antecedents of turnover intention, especially in the sector with high demand (Salama et al., 2022). The work-life quality role does not end where job satisfaction is applied but has a long-term effect on employee engagement and retention. Research that has been done in different settings has indicated that more employees who are able to enjoy quality of work-life are less likely to exit their organizations (Poku et al., 2022). The current results also prove that the work-life balance is not only a personal issue but also the issue of significant organizational importance that directly affects the retention outputs.

The findings of the study also offer good insights into the effect of contextual factors on employee attrition. The relationships between the organizational variables and turnover observed are in line with the results of the research done on the emerging economies and startup conditions. To illustrate the point, a study on professionals within startup sectors reveals that lack of career upgrade, job uncertainty, and organizational uncertainty have a large impact on turnover intentions (Kanchana and Jayathilaka, 2023). Moreover, the effects of interactions noted in this paper posit that in most cases, various factors work concurrently to determine how employees make decisions. The sum of low job satisfaction with high overtime is a compounding effect, which poses a risk that is highly susceptible to attrition. This aligns with the studies that show that person environment fit and work life balance are related to turnover intentions together although moderated by external job opportunity (Ahmad Saufi et al., 2023). Moreover,

the mediating impact of psychological capital in softening the impact of job stress and insecurity shows the relevance of resiliency and positive psychological resources in retaining employees (Ergun et al., 2023). These results highlight the fact that organizations need to take a comprehensive strategy that takes into account both the internal and external elements as a means of dealing with attrition.

Theoretically, the paper adds to the emerging literature that considers employee attrition as being a multidimensional phenomenon that depends on the interplay of behavioral, organizational, and contextual factors. The results indicate that behavioral theories and organizational structures should be integrated to gain more insight on how employees make decisions. The recent systematic reviews have highlighted the significance of the relationship between talent management, employee engagement, and turnover intention to introduce holistic retention models (Sinisterra et al., 2024). In a more practical sense, the findings point to the fact that organizations should focus on the well-being of employees, their career advancement, and favorable working conditions. The attrition rates can be greatly decreased when the strategies include the enhancement of job satisfaction, excessive workload, and work-life balance. Furthermore, career development opportunities and a good organizational culture can be used to enhance employee loyalty and interest.

5. CONCLUSION

The behavioral predictors of employee turnover through incorporation of organizational, psychological, and work-life predictors based on a systematic dataset. The results have indicated that

the issue of employee attrition is a complex process that is affected by individual perceptions as well as the working conditions. Job satisfaction, work-life balance, and the promotion opportunities appeared to be significant in reducing the likelihood of a turnover whereas overtime and commuting burden increased the risk of a turnover. The paper notes the importance of behavioral reactions in the decision-making of employees and it is important that the organizational tactics should go beyond the structural policies to meet the experiences and wellness of employees. The findings also highlight the need to establish enabling workplaces that encourage interaction, balance and professional development. Through alignment of organizational practices and employee needs, organizations are able to improve employee retention and save on the expenses that are incurred due to a high turnover. Despite the useful information, this study is restricted by the use of cross-sectional data and proxy variables of the psychological constructs. The longitudinal designs and indirect behavioral measures are expected to be integrated into future research to enhance the knowledge. In general, the study makes a contribution to both theoretical and practical perspectives as it provides a comprehensive, data-driven explanation of employee attrition in the current workplaces.

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