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"The Reality of Work Turnover in the Economic Institution Under Foreign Partnership"- Field Study: National Drilling Enterprise "ENAFOR" located in Hassi Messaoud Algeria – 2024

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Received: 12/2023

Published: 04/2024

Abstract:

The phenomenon of employee turnover is one of the organizational phenomena that organizations experience today, especially in light of competitiveness, foreign partnership agreements, and quality standards. The employee turnover rate is an indicator of the organization's effectiveness and stability, as professional stability is one of the requirements for the success and development of these organizations. Therefore, those interested in the organizational field have conducted surveys and investigations to understand the reasons and circumstances of this phenomenon, leading to numerous studies, starting with the study of job satisfaction, organizational climate, organizational justice, and any underlying intentions of employees to leave their jobs and adopt this behavior in order to take the necessary measures to ensure the highest levels of job stability. Therefore, we sought to study the reality of the employee turnover phenomenon at the National Drilling Company in light of foreign partners.

Keywords: Employee Turnover, Foreign Partnership, Economic institution

TobRegul Sci. TM 2024; 10(1): 2484-2501

DOI: doi.org/10.18001/TRS.10.1.158

I. Theoretical Aspect

1- Problem Statement :

In the success of major global institutions like Japanese management, the attention to human resources is crucial. Human resources are seen as significant assets, especially in the face of intense competition. Institutions aim to achieve diverse goals like providing top products and services and satisfying customers. Human resources are considered capital that must be well-invested, driving academic and pedagogical focus on training, incentives, and promotions to improve performance and achieve goals, including maintaining dignity through adequate salaries and providing incentives to boost morale and productivity.

Achieving the goals of both the institution and its employees is a significant challenge for modern institutions due to conflicting objectives. The institution seeks cost efficiency, while employees demand higher wages, incentives, promotions, training, and quality healthcare. Recognizing skilled labor is crucial for the institution's success, but if not valued or allowed to innovate, workers may face job

dissatisfaction, leading to decreased productivity and potential turnover to find a more conducive environment for achieving their goals.

Job turnover, a significant challenge for institutions, occurs due to reasons like resignation, transfer, promotion, disability, dismissal, illness, or death, often influenced by factors like unsafe work environments, low wages, or management policies. This challenges institutions as workers control their career paths, impacting workforce stability and institution effectiveness. In-depth studies are needed to preserve human capital and long-term investments, elevating institutions and ensuring stability and leadership.

In light of this problem, we pose the main question as follows : What is the reality of job turnover in the economic institution in the context of foreign partnership ?

2- Importance of the Study :

Recently, job turnover has become a focal point for institutions across various sectors due to rapid societal and organizational advancements. In this competitive landscape, institutions strive to attract and invest in the best workforce through training, development, promotions, and strategic planning. This effort aims to enhance worker efficiency, skills, productivity, stability, and goal achievement. As part of our contribution to this study, we selected turnover and its correlation with dual goals among stakeholders for several significant reasons.

The points highlighted in this study include :

- Emphasizing the significance of human resources as the foundation of the production process within the institution.
- Contributing to understanding the connection between job turnover and workers' goals.
- Identifying key motivations behind workers transitioning between jobs and positions within the institution.
- Diagnosing both the positive and negative aspects stemming from internal job transfers.
- Providing clarity on mechanisms to aid officials in finding suitable solutions to mitigate job turnover.
- Recognizing the profound changes in the contemporary business landscape and the heightened competition among institutions, necessitating the preservation of human resources and stability to reduce job turnover rates.
- Underlining the critical need for establishing clear policies to address job turnover by institution officials and outlining the potential outcomes associated with this phenomenon.
- Distinguishing this study as one of the few to explore the relationship between job turnover and goal duality among workers, compared to previous research that primarily focused on job turnover's correlation with human resource performance or professional pressures.

3- Objectives of the Study :

This study aims to explore the connection between job turnover and goal duality among workers and assess its impact on both individual and organizational objectives. Conducted at the National Drilling Company in Hassi Messaoud, it adopts a descriptive approach tailored to the study's subject matter. Key objectives include :

This study aims to :

- Illuminate the phenomenon of job turnover.
- Spotlight the dual goals among workers.
- Investigate the correlation between internal job transfers and goal duality among workers.
- Explore how job leakage relates to goal duality among workers.
- Analyze the impacts of job turnover.
- Understand the explicit and hidden motivations prompting workers to pursue defensive and offensive strategies.
- Identify challenges impeding career path planning and propose solutions.
- Identify institutional strategies for enhancing employee satisfaction and loyalty.
- Identify various forms and outcomes of job turnover.
- Emphasize the institution's commitment to human resources and strategies for retention.
- Understand the realities and reasons behind job turnover within the institution.
- Provide recommendations based on study findings, emphasizing the importance of prioritizing employee satisfaction, loyalty, and identity to foster institutional affiliation.

4- Definition of Employee Turnover :

Employee turnover refers to the movement resulting from some employees leaving the organization and being replaced by new ones. It also indicates the phenomenon of changes in the number of employees as a result of joining or leaving the service, contrasted by the term job or professional stability, which refers to individuals remaining in the same job for a long period. Job stability is one of the most important pillars of success for any organization, as no successful organization with high productivity can exist without taking care of its human resources and protecting them from the phenomenon of job turnover.

There have been many definitions of this phenomenon. Badawi Ahmad Zaki defined it as "the movement resulting from the entry of new people into the establishment and the exit of others from it." Al-Kubaisi saw employee turnover as "the movement of employees during a certain period, whether by entering or leaving the organization, and whether the exit is voluntary, through layoffs, transfers, dismissals, retirement, or death." The intention to leave the organization (intention turnover) is defined as "the total of individuals' decisions related to leaving their organizations or positions."

Khaled Hamed defined it as "referring to the movements and professional transfers of workers within the industrial institution, or their movement from one institution to another." Employee turnover means the movement of employees over a period, whether entering or leaving the organization, and whether the exit is voluntary, through layoffs, transfers, dismissals, retirement, or death. Meyer and Tett (1993) defined employee turnover as "the individual's desire to seek an alternative organization."

The term employee turnover also refers to the phenomenon of changes in the number of employees in the organization or the movement of the workforce entering and leaving the organization. The size of this phenomenon and the rate of movement indicate the stability of the workforce in it.

Based on the above, employee turnover in this study can be defined as the change of an employee's workplace either through a promotion received, a change of workplace within the organization they work for, or outside it. This change is measured operationally by the employee's desire to change their job position from one department to another or by leaving their current organization to join another.

5- Causes of Employee Turnover :

The causes of employee turnover can be classified into two types :

First : Causes of Employee Termination by Decision of the Organization :

1. Employee's Unsuitability for the Job : Occurs when an employee lacks the necessary qualifications and abilities for their assigned responsibilities, leading to termination or transfer to a more suitable position within the organization.
2. Layoffs to Reduce Workforce : Implemented to meet organizational needs, often due to economic crises like the COVID-19 pandemic, resulting in termination despite satisfactory performance. This strategy is employed to address excess employees and disruptions in production and commercial activities.
3. Disciplinary Layoffs : Employees are terminated due to personal reasons or behavioral issues such as non-compliance with work schedules, poor performance, or misconduct.

Second : Voluntary Departure Reasons :

1. Dissatisfaction with Promotion and Incentive Systems : Lack of promotion opportunities and inadequate incentives lead to employee turnover. Recognition and rewards for performance boost morale and productivity.
2. Dissatisfaction with Wages : Higher wages decrease the likelihood of employees leaving, as they are a primary motivator for work.
3. Relationships with Colleagues : Positive relationships enhance job satisfaction, while negative ones can cause dissatisfaction.
4. Dissatisfaction with Leadership and Supervision : Leadership style and supervisor behavior significantly influence employee satisfaction and performance.
5. Political Interference in Administration : Political interference affects talent stability, requiring separation of politics from management.
6. Fairness in Returns and Profit Sharing : Fair distribution of returns fosters employee satisfaction and loyalty.
7. Fairness in Performance Evaluation : Fair evaluation is crucial for employee satisfaction and stability, as errors or biases can lead to morale issues.
8. Poor Work Environment Conditions : Physical and material conditions impact job satisfaction.
9. Weak Organizational Loyalty : Employees may lack loyalty due to various factors.
10. Centralized Administration and Lack of Delegation : Centralization and lack of delegation hinder employee satisfaction and performance.
11. Adherence to Bureaucratic Rules : Excessive focus on formalities over substance affects job satisfaction.
12. Personal Reasons : Employees may leave due to personal values, family responsibilities, or seeking better opportunities.

6- Stages of Employee Turnover Formation within the Organization :

(Francesco/Chiu) identified five stages in a 2003 study for the formation of employee turnover within the organization, which are outlined as follows :

- a. **First Stage :** Failure to diagnose conditions within the organization that lead to employee turnover. These elements can be categorized into organizational factors such as major organizational changes, bureaucratic climate, competitive pressures, weak communication systems, and high centralization in resource distribution. Supervisory style and reward system factors include authoritarianism, negativity, weak motivational values, role ambiguity, lack of training, and technical support.
- b. **Second Stage :** Failure to use managerial techniques such as management by participation, goal-setting requirements, job enrichment, and performance-related rewards.
- c. **Third Stage :** Failure to provide employees with self-efficacy information, such as ineffective gains, verbal persuasion, and emotional stimulation.
- d. **Fourth Stage :** Weak communication processes, where the failure to select an appropriate communication method for the message content and the nature of the audience often leads to communication failure.
- e. **Fifth Stage :** Failure to change behavior through employees' insistence on accomplishing assigned task goals.

7- Forms of Employee Turnover :

For an organization to achieve its goals, it needs human resources to fill vacancies, which can be sourced from the labor market or within the organization through vertical (promotions) and horizontal (transfers) movements. Employee turnover includes internal movements like promotions and transfers, and external ones like resignations and retirements. This chapter will detail types of employee turnover :

- **Type 1 : Voluntary Turnover (Non-Compulsory) :** Voluntary turnover occurs when an individual leaves an organization for various organizational or personal reasons. Organizational factors include wages, promotions, supervisory styles, and job routines, while personal factors involve health, age, education, relocation, and family responsibilities. This type of turnover is the most common and impactful on organizations, thus attracting significant managerial attention.
- **Type 2 : Involuntary Turnover (Compulsory) :** Non-voluntary turnover involves employees leaving the organization due to decisions beyond their control. It includes management decisions like layoffs and uncontrollable factors such as illness, death, and mandatory retirement due to age.
- **Type 3 : Voluntary Entry :** This type of turnover encompasses new hires who seek employment and former employees who choose to return to their previous organization. Wanous emphasized that any process leading individuals to seek work out of personal choice falls under this category.

8- Effects of employee turnover :

- From the above, it can be said that employee turnover has significant effects on the organization and employees, both negative and positive, which can be summarized as follows :
- A decrease in workers' productivity during the period preceding their turnover, which negatively affects their remaining colleagues and results in the organization losing its clients and potentially leaking some of its secrets to other entities.
- Turnover can have positive organizational effects, such as providing opportunities for advancement and promotion, especially for competent employees.
- Employee turnover is costly, and organizations should carefully study these costs, particularly concerning rehiring and training.

- The departure of low-performing workers and the influx of new blood helps in the processes of creativity, innovation, and change.
- A lack of turnover can lead to specific problems, such as blocking paths to career development, perpetuating old work methods, and accumulating low-performing workers.
- The morale of remaining employees may decrease, and they might feel frustrated due to the organization's failure to address this phenomenon effectively.
- Turnover plays a significant role in the organization's strategic planning, prompting the organization to reassess its organizational and financial policies and reorganize vacant positions to enhance effectiveness.

II. Practical Aspect

1- Human Field :

Our study was conducted at the National Drilling Company (ENAFOR) located in Hassi Messaoud, Algeria, in collaboration with the Italian company Eni.

2- Time Frame :

It is known that each study has a specific period during which the scientific researcher goes into the field. In the current study, we conducted field research with some workers of the National Drilling Company (ENAFOR) in Hassi Messaoud, starting from : 10/01/2024 to 30/04/2024. The study lasted approximately 4 months, during which we identified the study sample, distributed questionnaires to them, collected them, and conducted interviews with the workers.

3- Data Collection Tools :

After selecting the appropriate study method, we moved to the next stage of the scientific research process, which is selecting the tools and methods to gather information and data. As known to academics, there are various methods and tools in field studies, but they are determined according to the nature of the sample, the research topic, the methodology used, and the research hypotheses.

Based on the above, we followed a mixed-method approach. In our research, we used a questionnaire as a primary tool to fully understand the topic from all aspects. Additionally, we conducted interviews, especially with workers who submitted job change requests and those who resigned.

4- Statistical Methods :

In order to obtain scientifically reliable results, we used the statistical method for our study. This is because statistics are the real tool and means by which data are processed to extract results. This was done using the Statistical Package for the Social Sciences (SPSS 22), through the following statistical method :

5- Presentation and Analysis of the Study Sample Characteristics :

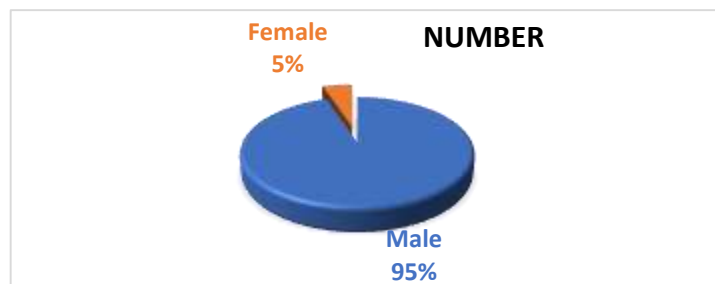
5-1- Gender :

Table No (01) shows the distribution and percentage of the sample according to gender (male, female).

Gender	Number	Percentage %
Male	133	95,00
Female	7	5,00
Total	140	100

Source : Prepared by the researchers based on the results of the questionnaire and the SPSS program.

- **Graph No (01)** shows the distribution and percentage of the sample according to gender (male, female)



Source : Prepared by the researchers based on the results of the questionnaire and the SPSS program.

Based on our reading of Table No (01) and Graph No (01), we find that the sample taken for our study is not equally distributed between genders, with 133 males representing 95% of the sample, a significantly higher number compared to the 7 females who represent 5% of the sample.

From the previous analysis, we conclude that both males and females have roles and responsibilities in the company's sector to promote and advance it.

The large disparity in the number of males can be attributed to the nature of the company's activity, which is oil and gas exploration. This field typically requires male workers who are characterized by strength, activity, and physical effort.

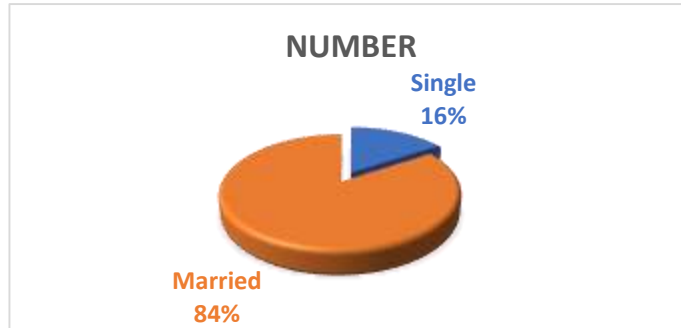
5-2- Marital Status :

Table No (02) shows the distribution and percentage of the sample according to marital status.

Marital Status	Number	Percentage %
Single	22	15,71
Married	118	84,28
Total	140	100

Source : Prepared by the researchers based on the results of the questionnaire and the SPSS program.

- Graph No (02) shows the distribution and percentage of the sample according to marital status.



Source : Prepared by the researchers based on the results of the questionnaire and the SPSS program.

Based on our reading of Table No (02) and Graph No (02), we find that the sample taken for our study is not equally distributed in terms of marital status. We find that the number of married workers is 118, representing 84.29%, while the number of unmarried workers is 22, representing 15.71%.

From the previous analysis, we conclude that the majority of workers are married, accounting for 84.29%, which indicates a certain level of stability among the majority of the workers.

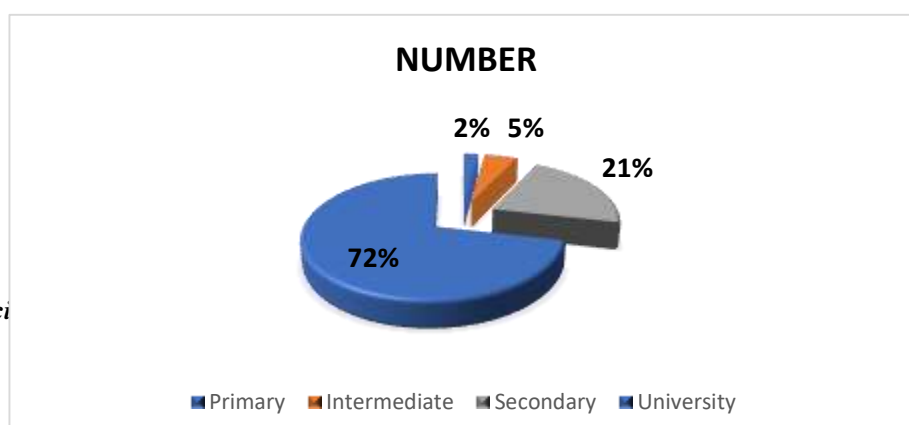
5-3- Educational Level :

Table No. (03) shows the distribution and percentage of the sample according to educational level.

Educational Level	Number	Percentage %
Primary	3	2,14
Intermediate	7	5,00
Secondary	30	21,43
University	100	71,43
Total	140	100

Source : Prepared by the researchers based on the results of the questionnaire and the SPSS program.

- Graph No. (03) shows the distribution and percentage of the sample according to educational level.



Source : Prepared by the researchers based on the results of the questionnaire and the SPSS program.

Based on our analysis of Table No. (03) and Graph No. (03), the sample for our study shows variation in educational levels. The majority of workers have a university degree, comprising 71.43% of the sample. This reflects the company's reliance on university graduates and its commitment to advancing the institution. As the sample consists of executives, it's expected that most possess a university-level education, qualifying them for positions of responsibility.

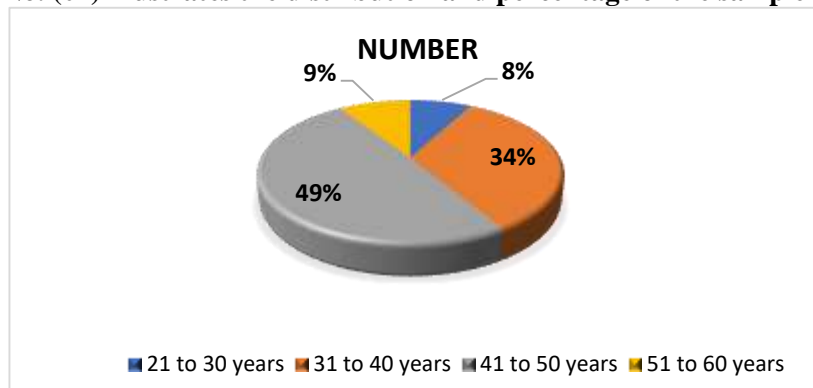
5-4- Age :

Table No. (04) shows the distribution and percentage of the sample according to age.

Age	Number	Percentage %
21 to 30 years	11	7,85
31 to 40 years	47	33,57
41 to 50 years	69	49,29
51 to 60 years	13	9,29
Total	140	100

Source : Prepared by the researchers based on the results of the questionnaire and the SPSS program.

➤ **Graph No. (04) illustrates the distribution and percentage of the sample according to age.**



Based on our examination of Table No. (04) and Graph No. (04), the sample for our study shows uneven distribution across age groups. The largest proportion of workers falls in the age range of 41 to 50 years, accounting for 49.29%. This is followed by workers aged 31 to 40 years at 33.57%. Workers aged 51 to 60 years account for 9.29%, and those aged 21 to 30 years represent 7.86% of the sample.

From the previous analysis, we conclude that the majority of workers are aged 41 to 50 years old, accounting for 49.29%. This is due to the fact that the institution has an important human resource with several years of experience, especially since they are in the peak of their career, particularly given the nature of the institution's activities requiring this age group.

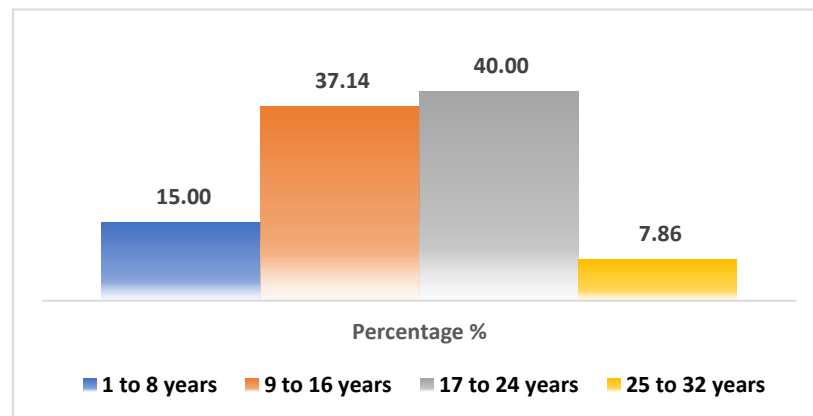
5-5- Seniority :

Table No. (05) shows the distribution and percentage of the sample according to seniority.

Seniority	Number	Percentage %
1 to 8 years	21	15,00
9 to 16 years	52	37,14
17 to 24 years	56	40,00
25 to 32 years	11	7,86
Total	140	100

Source : Prepared by the researchers based on the results of the questionnaire and the SPSS program.

➤ Graph No. (05) illustrates the distribution and percentage of the sample according to seniority.



Source : Prepared by the researchers based on the results of the questionnaire and the SPSS program.

Based on our examination of Table No. (05) and Graph No. (05), the sample for our study displays an uneven distribution in terms of seniority. The largest proportion of workers have been with the institution for 17 to 26 years, accounting for 40% of the sample. This is followed by workers with 9 to 16 years of tenure, comprising 37.14%. Those with 1 to 8 years of tenure represent 15% of the sample, while workers with 25 to 32 years of tenure make up 7.86%.

From the previous analysis, we conclude that the majority of workers have been with the institution for 17 to 26 years, accounting for 40%. This is because the majority of the workers have sufficient experience to efficiently and effectively manage the institution.

6- Presentation and analysis of study :

6-1- Material Goals :

Table No. (06) : Represents the distribution of sample individuals regarding material goals.

Alternatives	Repetition	Percentage %
No	35	25,00
Yes	105	75,00
Total	140	100

Source : Prepared by the researchers based on the results of the questionnaire and the SPSS program.

Table No. (06) illustrates the correlation between employee transfers across various departments and administrations of the institution with material goals. The majority, 105 employees (75%), perceive such transfers to be linked with material goals. Conversely, 35 employees (25%) do not associate these transfers with material goals.

From the results obtained in the above table, it is evident that the majority of respondents, accounting for 75%, perceive the correlation between employee transfers among different departments and administrations of the institution to be associated with a set of material goals, meaning that employees seek job positions that result in higher financial returns.

6-2- Reducing Occupational Pressures :

Table No. (07) : Represents the distribution of sample individuals regarding reducing occupational pressures.

Alternatives	Repetition	Percentage %
No	21	15,00
Yes	119	85,00
Total	140	100

Table No. (07) shows the correlation between employee transfers across various departments and administrations of the institution with reducing occupational pressures. The majority, 119 employees (85%), perceive these transfers as linked with reducing occupational pressures. In contrast, 21 employees (15%) do not associate these transfers with reducing occupational pressures.

The analysis of the table reveals that 85% of respondents perceive employee transfers between different departments and administrations of the institution as linked to reducing occupational pressures. This

perception stems from employees seeking comfort by changing work environments and avoiding routine office tasks. Moreover, employees working in exploration fields often seek positions with less professional pressure over time.

6-3- Job Close to Family Residence :

Table No. (08) : Represents the distribution of sample individuals regarding a job close to residence.

Alternatives	Repetition	Percentage %
No	35	25,00
Yes	105	75,00
Total	140	100

Table No. (08) shows the correlation between employee transfers among different departments and administrations of the institution with proximity to family residence. The majority, 105 employees (75%), perceive such transfers as linked to securing a job close to their family residence. Conversely, 35 employees (25%) do not associate these transfers with proximity to family residence.

The analysis of the table indicates that 75% of respondents perceive employee transfers among different departments and administrations of the institution as linked to securing a job close to their family residence. This perception arises from the demanding work nature that requires being away from family residence for six months annually, leading to psychological, family, and social instability. As a result, many individuals seek alternatives in the job market to secure positions closer to their family residence.

6-4- Job with Less Effort :

Table No. (09): Represents the distribution of sample individuals regarding a job with less effort.

Alternatives	Repetition	Percentage %
No	63	45,00
Yes	77	55,00
Total	140	100

Table No. (09) illustrates the correlation between employee transfers among different departments and administrations of the institution and obtaining a job with less effort. The majority, 77 employees (55%), perceive such transfers as linked to securing a job requiring less effort. Conversely, 63 employees (45%) do not associate these transfers with obtaining a job with less effort.

The analysis of the table shows that 55% of respondents perceive employee transfers among different departments and administrations of the institution as linked to obtaining a job requiring less effort. This perception stems from employees feeling physically and mentally exhausted after years of dedication and effort in the exploration field, prompting them to seek positions offering more comfort, such as transitioning from workshop to administration roles.

6-5- Reducing and Avoiding Conflict :

Table No. (10): Represents the distribution of sample individuals regarding reducing and avoiding conflict.

Alternatives	Repetition	Percentage %
No	40	28,57
Yes	100	71,43
Total	140	100

Table No. (10) depicts the correlation between employee transfers among different departments and administrations of the institution and their role in reducing and avoiding conflict. The majority, 100 employees (71.43%), perceive such transfers as linked to reducing and avoiding conflict. In contrast, 40 employees (28.57%) do not associate these transfers with reducing and avoiding conflict.

The analysis of Table No. (10) reveals that 71.43% of respondents perceive employee transfers among different departments and administrations of the institution as aimed at reducing and avoiding conflict. This perception is attributed to the institution's commitment to stability, conflict minimization, and focus on achieving outlined objectives. Additionally, many dedicated employees prefer to avoid conflicts with colleagues or management, driving them to seek positions offering comfortable working conditions away from conflicts.

6-6- Formation of Job Relationships :

Table No. (11) : Represents the distribution of sample individuals regarding the formation of job relationships.

Alternatives	Repetition	Percentage %
No	35	25,00
Yes	105	75,00
Total	140	100

Table No. (11) illustrates the correlation between employee transfers among different departments and administrations of the institution and the formation of job relationships. The majority, 105 employees (75%), perceive such transfers as contributing to the formation of job relationships. Conversely, 35 employees (25%) do not associate these transfers with the formation of job relationships.

The analysis of Table No. (11) indicates that 75% of respondents perceive employee transfers among different departments and administrations of the institution as facilitating the formation of job relationships. This perception is attributed to the institution's focus on fostering informal relationships in the workplace, which promotes social integration and contributes to achieving its goals.

6-7- Leaving your job position in the institution is linked to better alternative opportunities :

Table number (12) : Represents the distribution of individuals in the sample regarding leaving the job position and alternative opportunities.

Alternatives	Repetition	Percentage %
No	25	17,86
Yes	115	82,14
Total	140	100

Table No. (12) depicts employees' perceptions regarding leaving their current job position in the institution in favor of better alternative opportunities. The majority, comprising 115 individuals (82.14%), acknowledge that leaving their job position is linked to better alternative opportunities. Conversely, 25 individuals (17.86 %) believe that leaving their job position is not associated with better alternative opportunities.

Through the results obtained in the above table, it is evident that the majority of the respondents, at 82.14%, acknowledge that leaving their job position in the institution is linked to better alternative opportunities. This is attributed to their desire to improve their job and financial status.

6-8- You leave your job in the institution if you receive a higher-paying job offer :

Table number (13) : Represents the distribution of individuals in the sample regarding leaving their job in the institution for a higher-paying job offer.

Alternatives	Repetition	Percentage %
No	21	15,00
Yes	119	85,00
Total	140	100

Table number (13) represents leaving the job in the institution for a higher salary. The highest percentage was for the workers who leave their job in the institution if they receive a higher-paying job offer, totaling 119 individuals at 85%. Following them are the workers who do not leave their job in the institution if they receive a higher-paying job offer, totaling 21 individuals at 15%.

Based on the findings from the table, it's clear that 85% of respondents opt to leave their job in the institution when presented with a higher-paying job offer. This inclination is attributed to workers prioritizing financial factors to improve their financial conditions, especially considering the high cost of living and weak purchasing power. The analysis suggests that the primary goal behind the attrition process for workers is financial gain.

6-9- You abandon your job position if the work conditions are unsafe :

Table number (14) : Represents the distribution of the sample individuals regarding relinquishing their job position and unsafe work conditions.

Alternatives	Repetition	Percentage %
No	35	25,00
Yes	105	75,00
Total	140	100

Table number (14) represents resignation from work in unsafe environmental conditions, where the highest percentage of workers who resign from their job positions if the work conditions are unsafe is 105 at a rate of 75%, followed by workers who do not resign from their job positions if the work conditions are unsafe, they are 35 at a rate of 25%.

Based on the findings from the table, it's clear that 75% of respondents resign from their job positions if the work conditions are deemed unsafe. This is attributed to the importance of workplace stability for workers to perform tasks efficiently and effectively and to avoid turnover. Additionally, there's a growing awareness and promotion of a culture of prevention and safety in the professional environment, especially given the significant increase in workplace accidents and limitations in insurance coverage.

6-10- Your academic qualifications prompt you to search for another job that matches your qualifications :

Table number (15): Represents the distribution of sample individuals regarding academic qualifications and the search for another job.

Alternatives	Repetition	Percentage %
No	21	15,00
Yes	119	85,00
Total	140	100

Table No. (15) displays workers' perceptions regarding their academic qualifications and the pursuit of another job. The majority, consisting of 119 workers (85%), believe that their academic qualifications prompt them to search for another job that matches their qualifications. Conversely, 21 workers (15%) do not feel that their academic qualifications prompt them to seek another job that matches their qualifications.

Based on the findings from the table, it's evident that 85% of respondents believe that their academic qualifications prompt them to search for another job that matches their qualifications. This is attributed to workers' desire to find a position within the institution that aligns with their academic qualifications, aiming to achieve the principle of placing the right person in the right role.

6-11- Organizational injustice in the institution prompts you to consider searching for an alternative job :

Table number (16) : Represents the distribution of sample individuals regarding the absence of organizational justice and the search for a job alternative.

Alternatives	Repetition	Percentage %
No	40	28,57
Yes	100	71,43
Total	140	100

Table No. (16) presents workers' perceptions regarding the absence of organizational justice in the institution and the pursuit of alternative employment. The majority, comprising 100 workers (71.43%), believe that the absence of organizational justice prompts them to consider searching for an alternative job. Conversely, 40 workers (28.57%) do not feel that the absence of organizational justice prompts them to seek alternative employment.

Based on the findings from the table, it's evident that 71.43% of respondents believe that the absence of organizational justice in the institution prompts them to consider searching for an alternative job. This is attributed to the frustration, marginalization, and oppression felt by workers due to the absence of organizational justice, especially in the context of prevalent nepotism and favoritism.

7- Resultats

Through our analysis of the questionnaire directed to the study sample, it became evident that:

- According to the results of Table (06), the majority of respondents perceive that the transfer of workers between departments and sections of the institution is primarily associated with financial objectives, accounting for 75%.
- Based on the findings of Table (07), the majority of respondents, totaling 85%, believe that the transfer of workers between departments and sections of the institution is aimed at reducing occupational pressures.
- As per the results from Table (08), the majority of respondents, comprising 75%, view that the transfer of workers between departments and sections of the institution is linked to job proximity to family residence.
- According to Table (09), the majority of respondents, at 55%, perceive that the transfer of workers between departments and sections of the institution is associated with less effort in their work.
- From the outcomes of Table (10), the majority of respondents, at 71.43%, see that the transfer of workers between departments and sections of the institution aims to reduce and avoid conflicts.
- According to Table (10), the majority of respondents, accounting for 75%, view that the transfer of workers between departments and sections of the institution aims to establish professional relationships.

The analysis reveals several key perceptions among respondents regarding the movement of workers between departments and administrations within the institution. Firstly, the majority associates this movement with material objectives. Secondly, most respondents perceive it as linked to reducing professional pressures. Additionally, many view it as an opportunity to secure a job close to their family residence or to transition to a less demanding position. Furthermore, some respondents see it as a chance

to contribute to the institution's development, foster a sense of belonging, gain appreciation and respect, or form professional relationships.

- According to the results of Table (12), the majority of respondents, at 82.14%, acknowledge that their resignation from their current position in the institution is linked to better alternative opportunities.
- Based on the results from Table (13), the majority of respondents, at 65%, do not resign from their job if they receive a job offer with the same salary but requiring less effort.
- According to the outcomes of Table (14), the majority of respondents, totaling 75%, relinquish their job positions if the working conditions are unsafe.
- According to the outcomes of Table (15), the majority of respondents, at 85%, perceive that their academic qualifications prompt them to search for another job that aligns with their qualifications.
- From the results of Table (16), the majority of respondents, accounting for 71.43%, believe that the absence of organizational justice in the institution motivates them to consider seeking alternative employment.

It appears evident that the majority of respondents acknowledge that their resignation from their current position in the institution is linked to better alternative opportunities. Additionally, they leave their employment in the institution if they receive a job offer with higher pay. Moreover, they relinquish their job positions if the working conditions are unsafe. Furthermore, their inability to adapt to the work environment prompts them to seek alternatives. Moreover, their academic qualifications prompt them to search for another job that aligns with their qualifications. Furthermore, the majority of respondents believe that the absence of organizational justice in the institution motivates them to consider seeking alternative employment.

8- Recommendations :

To mitigate the phenomenon of employee turnover, more efforts must be made to address the factors that contribute to it. These include :

- Improving the wage scale to meet needs and align with the job while being supported by an effective incentive system that attracts highly qualified and experienced professionals.
- Adopting effective programs focused on career path planning, identifying the skills and requirements for job promotions, thereby achieving the principle of equal opportunity and creating a competitive work environment among employees.
- Enhancing work environment conditions by focusing on improving physical conditions such as ventilation, necessary lighting, and safety measures. Additionally, forming work teams, facilitating communication among employees at different administrative levels, and conducting regular meetings to understand their working conditions and suggestions for improvement, thus fostering initiative, innovation, and creativity.
- Ensuring the highest degree of participation in problem-solving and decision-making to enhance employees' sense of responsibility and belonging to the organization, which contributes to increased job satisfaction.
- Providing ample opportunities for employees to develop their skills through training, whether inside or outside the organization, linking these skills to the organization's future and growth prospects.

- Creating innovation incubators within organizations to foster and utilize new ideas to enhance employee performance.
- Encouraging innovation, creativity, and scientific research to attract and retain outstanding expertise.
- Keeping up with the latest advancements, whether related to material resources (such as acquiring the latest software and advanced equipment) or human resources (such as training and development for employees and updating performance evaluation methods).

Conclusion

Through both theoretical analysis and field research, it has been demonstrated that employee turnover is one of the most important factors within an institution that affects employee stability, determined by the extent to which each employee's stated goals align with the overall objectives of the institution.

Employee turnover is a significant phenomenon due to its profound impact on achieving institutional objectives. Therefore, establishing clear strategies, optimizing human resources utilization, keeping pace with technological advancements, and implementing an effective promotion system based on organizational justice are crucial. These measures can create a suitable work environment that contributes to ensuring stability and preserving human resources, especially given the diversity of their goals. Some seek greater financial returns, while others aim to build professional and social networks, and still others prioritize the quality of professional life.

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