



## **Determinants of Employee Turnover Intentions in Higher Education Institutions: The Case of Walter Sisulu University**

**Siyabonga Koninga<sup>1\*</sup>, Nirmala Dorasamy<sup>2</sup>**

<sup>1</sup>PhD Student, Department of Public Management and Economics, Faculty of Management Science, Durban University of Technology

\* Corresponding Author Email: [skoninga@wsu.ac.za](mailto:skoninga@wsu.ac.za) – ORCID: 0000-0002-5247-7150

<sup>2</sup>Senior Lecturer, Department of Public Management and Economics, Faculty of Management Science, Durban University of Technology

Email: [nirmala@dut.ac.za](mailto:nirmala@dut.ac.za) – ORCID: 0000-0002-5247-7820

### **Article Info:**

DOI: 10.22399/ijcesn.3026

Received : 20 March 2025

Accepted : 24 June 2025

### **Keywords**

Employee Turnover  
Job Satisfaction  
Organizational Commitment  
Higher Education  
Career Development  
Compensation Satisfaction

### **Abstract:**

The main aim of this study is to investigate the determinant factors of employee turnover intentions at Walter Sisulu University (WSU), by focusing on job satisfaction, organizational commitment, career growth opportunities, and pay satisfaction. The study used a quantitative cross-sectional approach to collect data from WSU staff members through a Likert-style survey. In total, 123 employee responses were analysed from the 350 possible using statistical methods including descriptive statistics and multiple regression analysis. The findings showed no relationship between employee turnover intentions and the independent variables, implying that other variables not considered in this study might play a more critical role in reducing turnover intentions at WSU. These findings underscore the intricate nature of employee turnover and show that standard retention methods may not work in educational settings. Practical recommendations for WSU include enhancing job satisfaction and strengthening organizational commitment through better career planning and compensations strategies that align with their expectations. The study contributes to the broader literature by providing insights specific to the South African higher education context and underscores the need for a multi-faceted approach to retention. Further research should consider other factors that needs to identify more factors that impact employee retention while tracking employee behavior changes over time across different higher education institutions and include comparative studies across institutions to generalize findings and refine retention strategies.

## **1. Introduction**

Employee turnover remains one of the most pressing challenges for organizations across industries, including higher education institutions (HEIs). In the context of South African HEIs, this issue is particularly critical due to the sector's role in addressing national skills shortages, driving innovation, and contributing to socioeconomic development [5-32]. Despite these contributions, institutions like Walter Sisulu University (WSU) face persistent turnover challenges that undermine their ability to achieve these goals. High turnover not only disrupts operations but also results in significant financial burdens, inefficiencies in service delivery, increased workload, loss of institutional knowledge, and diminished morale

among remaining staff [4-48]. Understanding what drives turnover intentions is crucial for addressing employee retention challenges. Turnover intentions, defined as an employee's likelihood of leaving their current organization, serve as a precursor to actual turnover and offer critical insights for developing targeted retention strategies [8,13].

Understanding what drives turnover intentions is essential for addressing employee retention challenges. Turnover intentions, defined as an employee's likelihood of leaving their organization, serve as precursors to actual turnover and provide critical insights for developing retention strategies [8,13]. At Walter Sisulu University (WSU), Mpofu (2013) identifies job dissatisfaction, lack of job security, and limited opportunities for development and promotion as key drivers of high staff turnover.

These challenges, compounded by resource constraints faced by historically disadvantaged institutions, negatively impact productivity and the university's reputation, especially when skilled employees leave [11][33]. Addressing these systemic and organizational factors requires a nuanced understanding of turnover dynamics to develop tailored strategies for improving staff retention at WSU. Identifying and understanding the key determinants of turnover intentions is essential for developing effective strategies to retain skilled employees. This study focuses on four primary factors that influence turnover intentions: job satisfaction, organizational commitment, career development opportunities, and pay and benefits satisfaction. Each of these determinants is well-documented in literature, but their interplay in the context of South African HEIs remains underexplored.

Job satisfaction reflects an employee's overall contentment with their role, encompassing factors such as working conditions, leadership quality, and the alignment between personal and organizational values [46]. Research suggests that satisfied employees are less likely to consider leaving their organizations, as satisfaction fosters engagement and loyalty. However, at WSU, job satisfaction is often undermined by resource limitations associated with historical restructuring, ineffective communication during periods of transition, and insufficient recognition of employees' contributions [28][33]. These factors have been identified as key challenges impacting staff morale and retention. Organizational commitment is a critical factor in employee retention, reflecting the emotional bond employees develop with their workplace [29]. Employees who feel connected to their organization's goals and values are more likely to remain, even in challenging environments. At many South African public sector organisations, organizational commitment is frequently challenged by inconsistent leadership practices, limited employee engagement, and a lack of strategic direction [43].

Career development is a vital component of employee retention, particularly in knowledge-driven sectors like higher education. Opportunities for advancement, professional growth, and skills development can significantly reduce turnover intentions by fostering a sense of purpose and progression [31][35][41]. However, at WSU, career development pathways are often limited, leaving employees feeling stagnant and undervalued.

Compensation is a fundamental determinant of turnover intentions, particularly in resource-constrained environments like South Africa. Fair and competitive pay, along with benefits such as

healthcare and retirement contributions, can enhance job satisfaction and retention [24][36]. At WSU, disparities in pay structures and limited benefits packages contribute to employee dissatisfaction and drive turnover intentions.

Walter Sisulu University faces a significant turnover challenge, with over 600 employees leaving the institution between 2012 and 2022 (WSU, 2022). These departures have had far-reaching consequences, including disruptions to academic programs, increased recruitment costs, and the loss of institutional knowledge. Turnover is particularly problematic in a resource-constrained environment where the availability of skilled professionals is limited, making retention a critical priority. Despite these challenges, the determinants of turnover intentions at WSU remain poorly understood, hindering the development of effective retention strategies.

This study aims to explore the key determinants of employee turnover intentions at WSU, focusing on job satisfaction, organizational commitment, career development opportunities, and pay and benefits satisfaction. Specifically, the study seeks to assess the levels of these determinants among WSU employees and examine their individual and combined influence on turnover intentions. By addressing these objectives, the study contributes to a deeper understanding of the factors driving turnover intentions in South African HEIs and provides actionable insights for institutional management.

The findings of this study have significant implications for both academia and practice. In the academic domain, the study addresses a critical gap in the literature by focusing on turnover intentions in the context of a historically disadvantaged South African university. While turnover has been widely studied in other sectors and contexts, the unique challenges faced by HEIs in South Africa, such as resource constraints, systemic inequities, and high demands for transformation, require context-specific analysis.

## 2. Literature Review

### 2.1. Theoretical Framework

This study is grounded in two foundational theories: Human Capital Theory and Intellectual Capital Theory, which offer insights into the underlying dynamics of employee turnover intentions.

#### 2.1.1. Human Capital Theory

Human Capital Theory, first introduced by Becker (1994), posits that employees are valuable assets

who contribute to organizational success through their skills, knowledge, and expertise [45]. Organizations invest in their workforce through training, development, and rewards, expecting returns in the form of enhanced productivity and innovation [37]. However, when employees perceive that these investments are inadequate or unreciprocated, they are more likely to develop turnover intentions [26]. At Walter Sisulu University (WSU), turnover can be viewed as a failure to maximize the potential of human capital. High turnover disrupts the development and retention of essential skills, resulting in inefficiencies and loss of knowledge [38]. For example, dissatisfaction with limited professional development opportunities, inadequate compensation, or lack of recognition discourages employee engagement, increasing the likelihood of leaving. The theory underscores the importance of fostering an environment that supports employee growth and aligns individual goals with organizational objectives. In the WSU context, strategic investments in career development and leadership training could reduce turnover intentions by creating a sense of value and belonging among employees.

### 2.1.2. Intellectual Capital Theory

Intellectual Capital Theory expands the focus from individual assets to collective knowledge and expertise within an organization [16]. In the knowledge-intensive environment of higher education, intellectual capital; comprising human, relational, and structural capital is critical for institutional performance and innovation [14][22][23]. Employee turnover at WSU significantly undermines its intellectual capital by depleting the stock of expertise and institutional memory necessary for academic excellence. For instance, the departure of experienced faculty members disrupts teaching and research activities, while the loss of administrative staff affects operational efficiency. This theory highlights the importance of retaining talent to preserve intellectual capital and sustain institutional performance [16][23]. Turnover intentions, as a precursor to actual turnover, provide a crucial opportunity to identify and address the factors that lead to the depletion of intellectual capital. By addressing the root causes of dissatisfaction, such as perceived inequities in pay or lack of career progression, WSU can strengthen its intellectual capital and enhance overall stability.

### 2.2. Turnover Intentions at WSU

Turnover intentions are a growing concern for WSU, as evidenced by the loss of over 600 employees

between 2012 and 2022 (WSU, 2022). These departures have had far-reaching consequences, including disruptions to academic programs, increased recruitment costs, and a loss of institutional knowledge. The persistent turnover challenge at WSU is driven by a combination of systemic and organizational factors, including dissatisfaction with job conditions, limited career advancement opportunities, and perceived inequities in compensation and benefits.

Turnover intentions vary significantly across WSU's campuses and employee categories, with academic staff, in particular, reporting higher dissatisfaction due to resource constraints and heavy workloads. Administrative staff, on the other hand, often cite a lack of recognition and career development opportunities as key reasons for their turnover intentions. Understanding these nuanced dynamics is essential for designing targeted retention strategies that address the unique challenges faced by different employee groups within the institution.

### 2.3. Determinants of Turnover Intentions

Turnover intentions are influenced by a complex interplay of organizational and individual factors. This section discusses four key determinants: job satisfaction, career development, organizational commitment, and compensation and benefits satisfaction.

#### 2.3.1. Job Satisfaction

Job satisfaction, defined as the degree of contentment employees feel toward their roles, is a widely studied predictor of turnover intentions [46]. Research often shows that satisfied employees are less likely to develop turnover intentions due to increased engagement and loyalty to their organizations. However, dissatisfaction stemming from factors like working conditions, leadership practices, and recognition frequently leads to disengagement and a higher likelihood of leaving. Most studies identify a significant negative relationship between job satisfaction and turnover intentions. For example, Gunawan *et al.* (2024) and Finthariasari *et al.* (2024) emphasize job satisfaction as a critical determinant of employee retention. Wibowo *et al.* (2023) similarly highlights that satisfied employees are less likely to leave their organizations.

Conversely, some research shows no significant link between job satisfaction and turnover intentions. Studies by Dewi and Nurhayati (2021) and Al-Ali *et al.* (2019) reported no statistically significant effects, suggesting that other organizational dynamics might mediate this relationship. Similarly, Berry (2010)

and Koshak et al. (2024) found that job satisfaction's impact on turnover intentions is moderated by external factors like economic conditions or leadership. Given the above, this study hypothesizes: H1: Employees' job satisfaction has a negative effect on their turnover intentions.

### 2.3.2. Career Development

Career development is a critical factor in influencing turnover intentions, as it directly impacts employees' perceptions of growth and progression within their organizations. Employees who perceive limited opportunities for advancement are more likely to view their roles as stagnating and seek alternative employment (Saurombe and Barkhuizen, 2022). Research underscores that structured mentorship programs, leadership training, and clear promotion pathways enhance employee retention by fostering professional fulfillment and progression.

The majority of studies highlight the negative relationship between career development and turnover intentions. For example, Adriano and Callaghan (2022) demonstrated that employees with access to ample career opportunities are more likely to remain loyal, particularly in knowledge-intensive sectors like higher education. Similarly, Balushi *et al.* (2022) emphasize that career growth is essential for employee retention and reduces turnover intentions by fostering organizational commitment. Conversely, some studies show no significant effect of career development on turnover intentions. Marsyah and Widigdo (2024) found no meaningful relationship in Indonesia, suggesting that career development's impact depends on organizational culture and work conditions. Biswakarma (2016) and Saluy and Nurhayati (2024) also concluded that career development alone may not suffice if other factors, such as leadership or employee performance metrics, are not adequately addressed. Building on this evidence, the study proposes that: H2: Career development is negatively related to staff turnover intentions.

### 2.3.3. Organizational Commitment

Organizational commitment reflects an employee's emotional attachment to their workplace, significantly influencing their decision to stay or leave. High levels of commitment are associated with loyalty and resilience, even in challenging circumstances [29]. Conversely, poor leadership, lack of inclusivity, and limited engagement can undermine commitment, increasing turnover intentions. Research highlights the strong negative relationship between organizational commitment and turnover intentions. Found that employees with strong organizational alignment are more resilient

and loyal, even in resource-constrained environments. Similarly, Berber and Gašić (2023) demonstrated that employees who perceive their organizations as supportive and aligned with their values exhibit lower turnover intentions.

However, some studies challenge this relationship. Silaban and Syah (2018) found no significant relationship between organizational commitment and turnover intentions, suggesting that other factors, such as financial stability or work-life balance, may be more influential. Ardianto and Bukhori (2021) reported similar results, indicating that organizational commitment may not always predict turnover intentions in contexts with economic or professional challenges. H3: Organizational commitment negatively impacts turnover intentions.

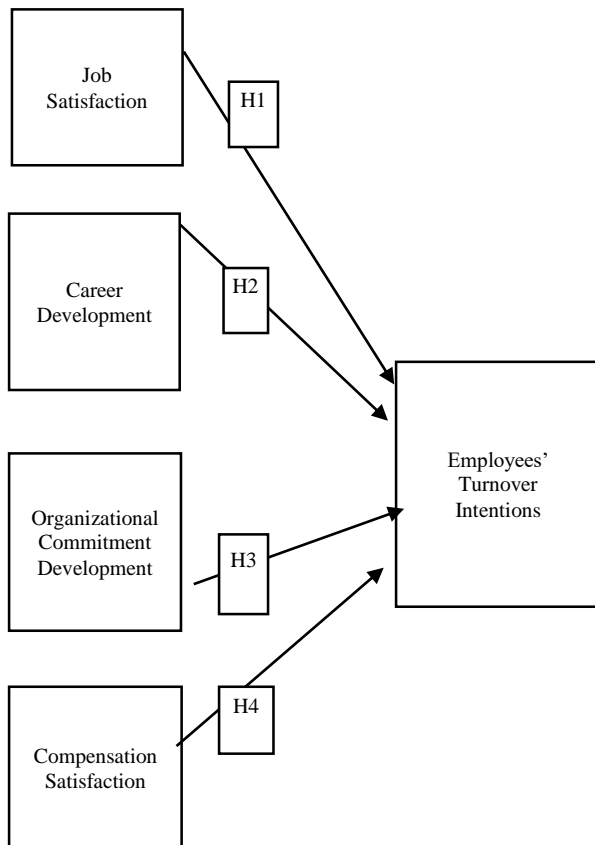
### 2.3.4. Compensation and Benefits Satisfaction

Compensation and benefits satisfaction is a critical determinant of turnover intentions, particularly in resource-constrained settings like South Africa. Fair and competitive pay structures coupled with robust benefits programs enhance employee retention by addressing financial needs and affirming employees' value within the organization [1]. Conversely, inequitable compensation practices or inadequate benefits often prompt employees to seek alternative opportunities, particularly in competitive sectors like higher education.

Research consistently underscores the importance of compensation in reducing turnover intentions. Barkhuizen *et al.* (2020) emphasized that competitive pay practices are crucial for retaining skilled employees in resource-constrained environments. Similarly, Berber and Gašić (2023) highlighted that well-designed compensation systems not only improve satisfaction but also strengthen organizational commitment, thereby mitigating turnover intentions. However, some studies report no significant link between pay satisfaction and turnover, suggesting that other factors may mediate this relationship [34]. Given what precedes, this study hypothesizes that: H4: Higher levels of pay satisfaction reduce employee turnover intentions.

## 2.4. Conceptual Model

Figure 1 illustrates the conceptual model for this study, highlighting the hypothesized relationships between the key variables. According to the above conceptual model, employee turnover intentions are positioned as the dependent variable, influenced by four independent variables: job satisfaction, organizational commitment, career development



**Figure 1.** Conceptual Model for the Determinants of Employee Turnover Intentions

and compensation satisfaction. These relationships are grounded in theoretical insights from the human capital and intellectual capital theories, which emphasize the role of individual and organizational investments in shaping employee retention outcomes.

### 2.3. Gaps in Literature

While substantial research has explored turnover intentions, significant gaps remain, particularly in the context of South African HEIs. Most studies focus on developed economies, where resource availability and organizational dynamics differ significantly from those in developing countries like South Africa. This limits the applicability of existing findings to institutions like WSU, which face unique challenges such as systemic inequities, resource constraints, and high demands for transformation. Additionally, there is a lack of comprehensive studies examining the interplay of multiple determinants such as job satisfaction, career development, organizational commitment, and compensation in shaping turnover intentions. Existing research often isolates individual factors, neglecting the broader organizational and contextual influences. Furthermore, few studies consider the perspectives of diverse employee categories, such as academic, administrative, and managerial staff, or

the variations in turnover intentions across different campuses and regions. By addressing these gaps, this study provides a nuanced understanding of turnover intentions at WSU, contributing to the broader discourse on employee retention in resource-constrained environments.

## 3. Methodology

This section outlines the research design, sampling process, data collection methods, and analytical techniques employed to investigate the determinants of turnover intentions at Walter Sisulu University (WSU).

### 3.1. Research Design

A quantitative, cross-sectional survey approach was adopted for this study. This design is well-suited for understanding relationships between variables and capturing a snapshot of employees' perceptions at a specific point in time [42]. By using standardized questionnaires, this method ensures consistency in data collection and allows for robust statistical analysis. Cross-sectional design is particularly advantageous for identifying patterns and relationships among the key determinants of turnover intentions, such as job satisfaction, organizational commitment, career development, and pay and benefits satisfaction.

### 3.2. Sampling

The target population for this study comprised academic, administrative, and managerial staff at WSU, representing diverse roles and perspectives within the institution. A total of 350 employees were invited to participate, spanning all WSU campuses, to ensure comprehensive coverage of the workforce. The sampling frame was stratified into four employee categories to capture variability in perceptions across roles. Out of the 350 targeted respondents, 123 completed questionnaires were received, resulting in a response rate of approximately 35%. This response rate is considered adequate for survey research, particularly in higher education settings where participation rates are often influenced by time constraints and workload pressures.

### 3.3. Data Collection

Data was collected using a structured questionnaire comprising Likert-scale items to measure turnover intentions and their determinants. The Likert scale ranged from 1 ("Strongly Disagree") to 5 ("Strongly Agree"), allowing respondents to

**Table 1.** Sample Composition by Employee Category (Adapted from WSU Annual Report (2018/2019).

Category	Target population
Academic Employees	200
Administration: Support stay or non-academic	120
Management (directors or deputy directors)	20
Management (Executive management/senate	10
<b>Total</b>	<b>350</b>

express varying levels of agreement with the statements. The questionnaire is divided into the following sections:

- 1) **Turnover Intentions** (8 items): Assessed employees' likelihood of leaving the organization, with statements such as "I am actively looking for other jobs" and "I feel that I could leave this job."
  - 2) **Job Satisfaction** (3 items): Measured overall contentment with the job, including factors like role fulfillment and recognition.
  - 3) **Career Development** (5 items): Captured perceptions of opportunities for growth and progression within WSU.
  - 4) **Organizational Commitment** (5 items): Evaluated emotional attachment and alignment with organizational goals.
  - 5) **Pay and Benefits Satisfaction** (4 items): Examined perceptions of fairness and adequacy in compensation and benefits.
- Efforts were made to ensure the questionnaire's validity and reliability, including pre-testing with a small group of WSU employees to refine wording and clarity.

### 3.4. Data Analysis

The collected data were analyzed using Statistical Package for the Social Sciences (SPSS), a widely used tool for quantitative analysis in social sciences. The analysis comprised the following steps:

- **Descriptive Statistics:** Frequencies, means, and standard deviations were calculated to summarize the demographic characteristics of respondents and their responses to key variables.
- **Correlation Analysis:** Pearson correlation coefficients were computed to assess the strength and direction of relationships between turnover intentions and its determinants, such as job satisfaction and career development.
- **Regression Analysis:** Linear regression was performed to test the predictive power of independent variables (job satisfaction, organizational commitment, career development, and pay and benefits satisfaction) on the dependent variable (turnover intentions). This analysis provided insights into the relative importance of each determinant. The integration of these analytical techniques allowed for a comprehensive

examination of the factors influencing turnover intentions at WSU, offering both descriptive and inferential insights. The results of these analyses are presented and discussed in subsequent sections.

## 4. Results

The purpose of this study was to examine the relationship between turnover intentions and their key determinants, including job satisfaction, career development, organizational commitment, and pay satisfaction, among WSU employees. The results are structured as follows: descriptive statistics summarize trends in key variables, correlation analysis explores relationships between variables, and regression analysis assesses the predictive power of these determinants on turnover intentions.

### 4.1. Respondent Demographics

#### 4.1.1. Age Profile of Respondents

The age distribution of respondents provides valuable insights into the workforce composition at Walter Sisulu University (WSU). Table 2 shows the frequency and percentage distribution of respondents by age group.

**Table 2.** Frequency and percentage distribution of respondents by age group.

Age Group	Frequency	Percent
18 – 25 Years	10	8.13%
26 – 35 Years	45	36.59%
36 – 45 Years	39	31.71%
46 – 55 Years	20	16.26%
56 and more	9	7.32%
<b>Total</b>	<b>123</b>	<b>100%</b>

The data reveals that the majority of respondents fall within the 26–35 years age group (36.59%), followed by those aged 36–45 years (31.71%). The smallest proportion is represented by the 18–25 years group (8.13%). These findings indicate that WSU has a relatively young workforce, which has implications for training and development

programs aimed at fostering long-term employee retention.

#### 4.1.2. Gender Distribution of Respondents

The gender composition of respondents highlights the institution's commitment to diversity and equality. Table 3 outlines the gender distribution.

**Table 3.** Outlines the gender distribution

Gender	Frequency	Percent
Male	61	49.59%
Female	62	50.41%
<b>Total</b>	<b>123</b>	<b>100%</b>

The data shows a balanced gender representation, with females constituting 50.41% and males 49.59% of the respondents. This parity suggests that findings from the survey are less likely to be biased by gender and are broadly representative of the experiences of both male and female employees.

#### 4.1.3. Marital Status of Respondents

The marital status of respondents provides insights into potential work-life balance considerations. Table 4 presents the marital status distribution. The majority of respondents are married (52.85%), while 46.34% are single. A very small proportion (0.81%) reported being divorced. These patterns suggest that marital status could influence employees' turnover intentions, as family responsibilities and stability may shape their career decisions.

**Table 4.** The marital status distribution

Marital Status	Frequency	Percent
Single	57	46.34%
Married	65	52.85%
Divorced	1	0.81%
<b>Total</b>	<b>123</b>	<b>100%</b>

#### 4.1.4. Racial Demographics of Respondents

Analyzing racial demographics helps assess the institution's diversity efforts. Table 5 summarizes the racial composition.

**Table 5.** Summarizes the racial composition.

Race	Frequency	Percent
African	90	73.17%

Indian	20	16.26%
White	10	8.13%
Coloured	3	2.44%
<b>Total</b>	<b>123</b>	<b>100%</b>

The findings show that the majority of respondents are African (73.17%), followed by Indian (16.26%), with smaller proportions of White (8.13%) and Coloured (2.44%) participants. This distribution reflects the broader demographic composition of South Africa and highlights the importance of ongoing equity and inclusion initiatives.

#### 4.1.5. Educational Qualifications of Respondents

Table 6 provides a breakdown of respondents' highest educational qualifications.

**Table 6.** Respondents' highest educational qualifications

Qualification	Frequency	Percent
Certificate	3	2.44%
Diploma/Degree	47	38.21%
Honours Degree	39	31.71%
Master's Degree	25	20.33%
PhD Degree	9	7.32%
<b>Total</b>	<b>123</b>	<b>100%</b>

The most common qualification is a Diploma/Degree (38.21%), followed by an Honours Degree (31.71%). A significant proportion of respondents hold postgraduate qualifications, with 20.33% having a master's degree and 7.32% a PhD. This suggests that WSU employs a highly educated workforce, which is a critical asset for institutional success.

#### 4.1.6. Work Experience at WSU

Understanding work experience provides insights into institutional knowledge and retention. Table 7 presents respondents' years of service.

**Table 7.** Respondents' years of service.

Years of Experience	Frequency	Percent
1–5 Years	24	19.51%
6–10 Years	59	47.97%
11–15 Years	23	18.70%
16–20 Years	14	11.38%
21 Years and more	3	2.44%
<b>Total</b>	<b>123</b>	<b>100%</b>

The largest group of respondents (47.97%) has 6–10 years of experience, followed by those with 1–5 years (19.51%). Employees with over 21 years of experience are the least represented (2.44%), suggesting potential challenges in succession planning and knowledge transfer.

#### 4.1.7. Campus Distribution of Respondents

Respondents were distributed across WSU's campuses, as shown in Table 8.

**Table 8.** Distribution of participants across WSU campus

Campus	Frequency	Percent
Mthatha	61	49.59%
Buffalo City	29	23.58%
Butterworth	23	18.70%
Queenstown	10	8.13%
<b>Total</b>	<b>123</b>	<b>100%</b>

The majority of respondents are from the Mthatha Campus (49.59%), followed by Buffalo City (23.58%). This distribution reflects the relative sizes of the campuses, ensuring a broad representation of WSU employees.

#### 4.1.8. Employment Category of Respondents

Table 9 presents the distribution of respondents by employment category.

**Table 9** The distribution of respondents by employment category

Employment Category	Frequency	Percent
Academic/Research Staff	36	29.27%
Administration: Support Staff	44	35.77%
Management (Directors/Deputies)	35	28.46%
Executive Management/Senate	8	6.50%
<b>Total</b>	<b>123</b>	<b>100%</b>

The largest group is administrative/support staff (35.77%), followed by academic/research staff (29.27%). Executive management comprises only 6.50%, reflecting the hierarchical structure of the university.

#### 4.1.9. Nationality of Respondents

Finally, Table 10 outlines respondents' nationality.

**Table 10.** Outlines respondents' nationality.

Nationality	Frequency	Percent
-------------	-----------	---------

South African	115	93.50%
Non-South African	8	6.50%
<b>Total</b>	<b>123</b>	<b>100%</b>

The workforce is predominantly South African (93.50%), with a small proportion of non-South African respondents (6.50%), suggesting limited international representation.

## 4.2. Descriptive Statistics for Key Variables

This section presents the descriptive statistics for the key variables in the study: employee turnover intentions, organizational commitment, career development, compensation satisfaction, and job satisfaction. These statistics summarize the central tendencies and variability of the data, offering insights into employees' perceptions of the factors influencing turnover intentions. The descriptive statistics reveal varying perceptions among respondents regarding key variables. Employee turnover intentions scored the highest mean (4.125), indicating that many employees are considering leaving WSU, with a low standard deviation (0.4380) reflecting consistent responses. Organizational commitment had a high mean (3.9675), showing strong employee attachment to WSU, with moderate variation (SD = 0.4495). Career development was also perceived positively, with a mean of 3.9861 and low variability (SD = 0.4124), suggesting agreement about growth opportunities. Compensation satisfaction scored a favorable mean (3.8676), though its slightly higher standard deviation (0.5396) indicates diverse opinions on pay and benefits. Job satisfaction, with the lowest means (3.2629), reflects moderate satisfaction levels, and its higher variability (SD = 0.8560) suggests more subjective and individual influences. These insights underline varying levels of agreement across variables, setting the stage for deeper analyses, such as correlations and regression, to uncover the relationships driving turnover intentions.

## 4.3. Reliability Analysis

Reliability refers to the degree of consistency and stability of a measurement instrument. In this study, Cronbach's Alpha was used to assess the internal consistency of the multi-item scales for the key constructs: employee turnover intentions, job satisfaction, compensation satisfaction, career development, and organizational commitment. A Cronbach's Alpha value of 0.7 or higher is generally considered acceptable, indicating that the items within a scale reliably measure the underlying construction.



**Table 11.** Some statistical results

Variable	N	Min.	Max.	Mean	Std. Dev.
Employee turnover intentions	123	2.13	5	4.125	0.438
Organizational Commitment	123	2.67	5	3.968	0.4495
Career Development	123	3	5	3.986	0.4124
Compensation satisfaction	123	1.86	5	3.868	0.5396
Job Satisfaction	123	1	5	3.263	0.856

**Table 12.** A Cronbach's Alpha value

Construct	Number of Items	Cronbach's Alpha
Employee Turnover Intentions	8	0.723
Job Satisfaction	3	0.8
Compensation Satisfaction	7	0.807
Career Development	7	0.852
Organizational Commitment	6	0.799

The reliability coefficients for the study constructs all exceed the acceptable threshold of 0.7, indicating strong internal consistency and reliability. Employee turnover intentions have Cronbach's Alpha of 0.723, ensuring acceptable consistency. Job satisfaction (0.800) and organizational commitment (0.799) reflect good reliability, effectively measuring respondents' satisfaction and loyalty. Compensation satisfaction (0.807) and career development (0.852) exhibit high reliability, with the latter demonstrating the strongest internal consistency. These values confirm that the scales robustly measure the intended variables, enhancing the credibility of the findings and supporting their validity for exploring the determinants of turnover intentions at WSU.

#### 4.4. Correlation Analysis

The correlation analysis examines the relationships between the study variables, including turnover intentions, job satisfaction, pay satisfaction, career development, and organizational commitment. Pearson correlation coefficients were calculated to assess the strength and direction of these relationships. A positive coefficient indicates a direct relationship, while a negative coefficient represents an inverse relationship. The statistical significance of these correlations was evaluated at the 0.05 and 0.01 levels.

\*Correlation is significant at the 0.05 level (2-tailed).

\*\*Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis highlights key findings about employee turnover intentions and related variables at WSU. Pay satisfaction has a weak but significant negative correlation with turnover

intentions ( $r = 0.178$ ,  $p < 0.05$ ), suggesting that higher pay satisfaction slightly reduces turnover intentions. However, no significant relationships were found between turnover intentions and job satisfaction, career development, or organizational commitment.

Job satisfaction is negatively correlated with career development ( $r = -0.235$ ,  $p < 0.01$ ), indicating that better career development reduces job dissatisfaction. Pay satisfaction positively correlates with career development ( $r = 0.482$ ,  $p < 0.01$ ) and organizational commitment ( $r = 0.525$ ,  $p < 0.01$ ). Similarly, career development is strongly linked to organizational commitment ( $r = 0.438$ ,  $p < 0.01$ ). These results suggest that interconnected factors shape employee perceptions and retention dynamics at WSU.

#### 4.5. Regression Analysis

Regression analysis is a statistical technique used to examine the relationship between a dependent variable and one or more independent variables. In this study, the analysis aims to determine the extent to which the independent variables—job satisfaction, pay satisfaction, career development, and organizational commitment—predict the dependent variable, employee turnover intentions. The econometric model used for this analysis is expressed as follows:

$$\text{Turnover Intentions}_i = \beta_0 + \beta_1 \text{Job Satisfaction}_i + \beta_2 \text{Pay Satisfaction}_i + \beta_3 \text{Career Development}_i + \beta_4 \text{Organizational Commitment}_i + \epsilon_i$$

Where:

Turnover Intentions: The dependent variable, representing employees' intentions to leave the

organization. Job Satisfaction, Pay Satisfaction, Career Development, and Organizational Commitment: Independent variables hypothesized to influence turnover intentions.

$\beta_0$ : The constant term.

$\beta_1, \beta_2, \beta_3, \beta_4$ : Coefficients indicating the strength and direction of the relationship between each independent variable and the dependent variable.

$\epsilon_i$ : The error term accounting for unexplained variance.

#### 4.5.1. Model Summary

The results of the regression model are summarized in table 13.

**Table 13.** The results of the regression model

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	F	Sig.
1	0.429	0.42	0.399	0.43597	1.29	0.0203

**Table 14.** The regression coefficients, along with their significance levels

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	3.307	0.507		6.522	0.0000
Job Satisfaction	0.053	0.048	0.103	1.107	0.2702
Pay Satisfaction	0.15	0.091	0.184	1.643	0.1030
Career Development	0.028	0.115	0.026	0.242	0.8090
Organizational Commitment	-0.011	0.107	-0.011	-0.1	0.9201

Key findings from the regression analysis reveal no significant predictors of turnover intentions among the examined variables. Job satisfaction ( $\beta = 0.053$ ,  $p = 0.270$ ) and pay satisfaction ( $\beta = 0.150$ ,  $p = 0.103$ ) showed weak positive associations with turnover intentions, while career development ( $\beta = 0.028$ ,  $p = 0.809$ ) and organizational commitment ( $\beta = -0.011$ ,  $p = 0.920$ ) demonstrated no meaningful relationships.

#### Interpretation of Results

The regression analysis reveals that none of the independent variables significantly predict turnover intentions at WSU, contrary to the initial hypotheses:

- H1: Job satisfaction negatively affects turnover intentions – **Not supported**.
- H2: Career development is negatively related to turnover intentions – **Not supported**.
- H3: Organizational commitment negatively impacts turnover intentions – **Not supported**.
- H4: Pay and benefits satisfaction negatively affects turnover intentions – **Not supported**.

While the variables collectively explain a moderate proportion of variance ( $R^2=0.420$ ), their individual contributions are

The regression model explains approximately 42% of the variance in turnover intentions ( $R^2 = 0.420$ ), with a slightly adjusted estimate of 39.9% (Adjusted  $R^2 = 0.399$ ). The F-statistic (1.287,  $p = 0.0203$ ) confirms the model's statistical significance. The standard error of 0.43597 indicates the average deviation of observed values from predicted turnover intentions.

#### 4.5.2. Coefficients Table

The regression coefficients, along with their significance levels, are presented in table 14

not statistically significant. This suggests that other unmeasured factors, such as leadership style, workplace culture, or external labor market conditions, may play a more critical role in influencing turnover intentions.

These findings emphasize the complexity of employee turnover intentions and highlight the need for further research to explore additional determinants specific to the higher education sector and WSU's unique context.

## 5. Discussion of Results

This section interprets the findings of the study, focusing on the hypothesized relationships between the independent variables; job satisfaction, organizational commitment, career development, and pay satisfaction and the dependent variable, employee turnover intentions. The results are discussed in the context of existing literature, highlighting areas of alignment and divergence with prior research.

### 5.1. Job Satisfaction and Turnover Intentions (H1)

The hypothesis predicted a negative relationship between job satisfaction and turnover intentions. However, the results indicated a non-significant positive relationship ( $\beta = .103$ ,  $p = .270$ ), suggesting job satisfaction is not a significant predictor at WSU.

These findings align with Dewi and Nurhayati (2021), who also found no significant effects, attributing turnover intentions to factors beyond job satisfaction. Similarly, Berry (2010) concluded that job satisfaction did not mediate turnover intentions.

Contrastingly, studies like Gunawan *et al.* (2024) and Finthariasari *et al.* (2024) reported significant negative relationships, emphasizing job satisfaction as a key determinant. This discrepancy suggests contextual factors such as organizational culture or economic conditions may play a pivotal role at WSU. These results highlight the complexity of turnover dynamics beyond job satisfaction.

## 5.2. Career Development and Turnover Intentions (H2)

The hypothesis posited that career development negatively influences turnover intentions. However, the analysis revealed a non-significant positive relationship ( $\beta = .026$ ,  $p = .809$ ), suggesting that career development does not significantly predict turnover intentions at WSU. Similar findings were reported by Marsyah and Widigdo (2024) and Situmorang *et al.* (2023), who concluded that career development's impact depends on broader organizational factors, such as culture and leadership. These results suggest that career development alone may not retain employees if other contextual elements are lacking. Conversely, studies by Kasdorf (2020) and Putra *et al.* (2020) found career development to be a critical determinant of retention, emphasizing that tailored initiatives reduce turnover intentions by fostering career satisfaction. The lack of significance at WSU may indicate gaps in existing professional development programs, underscoring the need for initiatives aligned with employees' aspirations.

## 5.3. Organizational Commitment and Turnover Intentions (H3)

The hypothesis posited that organizational commitment negatively influences turnover intentions. However, the findings showed a non-significant negative relationship ( $\beta = -0.011$ ,  $p = .920$ ), indicating that organizational commitment does not significantly predict turnover intentions

among WSU employees. These results align with studies by Silaban and Syah (2018) and Ardianto and Bukhori (2021), which reported no significant relationship between organizational commitment and turnover intentions, often attributing turnover to factors like financial concerns or job stress. Conversely, Berber and Gašić (2024) and Pranata and Ketut Netra (2019) found that high organizational commitment reduces turnover intentions, emphasizing its importance as a retention strategy. The lack of significance at WSU may be influenced by contextual factors like job insecurity or limited development opportunities, which undermine the protective effect of commitment on turnover intentions.

## 5.4. Compensation Satisfaction and Turnover Intentions (H4)

The hypothesis posited that pay satisfaction would negatively impact turnover intentions. However, the results revealed a non-significant positive relationship ( $\beta = .184$ ,  $p = .103$ ), suggesting that pay satisfaction does not significantly predict turnover intentions at WSU. This aligns with studies by Yue (2019) and Nugroho and Tanuwijaya (2022), which found no significant relationship between pay satisfaction and turnover intentions, and by Surbakti *et al.* (2021), which highlighted that compensation alone does not strongly influence turnover decisions. Conversely, Berber and Gašić (2024) and Indiyati and Sary (2024) reported that competitive pay systems significantly reduce turnover intentions. These studies suggest that compensation impacts retention indirectly, influencing factors like organizational commitment and job satisfaction. At WSU, the lack of a significant relationship may reflect limitations in the existing pay structures or their alignment with employees' expectations.

## 5.5. Determinants of Turnover Intentions

The primary goal of this study was to examine the potential determinants of employee turnover intentions at WSU. Multiple regression analysis revealed that none of the hypothesized variables job satisfaction, organizational commitment, career development, and pay satisfaction significantly predicted turnover intentions. This suggests that other factors, such as leadership quality, workplace culture, or external job market conditions, may play a more significant role in shaping turnover intentions. These findings underscore the complexity of turnover dynamics and the need for a holistic approach to retention strategies. Future research should explore

additional variables and moderating factors, such as employee engagement, organizational support, and external economic conditions, to develop a comprehensive understanding of turnover intentions at WSU.

## 6. Conclusion

This study aimed to investigate the determinants of employee turnover intentions at Walter Sisulu University (WSU), focusing on job satisfaction, organizational commitment, career development, and pay satisfaction. The findings revealed that none of the examined factors significantly predicted turnover intentions, suggesting that other variables may play a more pivotal role in shaping employee decisions to stay or leave. The study highlights the complexity of turnover dynamics, emphasizing the need for a multi-faceted approach to retention. Practical recommendations for WSU include addressing contextual factors such as improving leadership quality, fostering a supportive organizational culture, and aligning professional development opportunities with employee aspirations. By implementing targeted strategies, WSU can reduce turnover rates and improve institutional stability. Moreover, the study contributes to the broader literature by challenging conventional assumptions about the predictors of turnover intentions, particularly in a South African higher education context. Future research should explore additional variables, such as leadership styles, workplace relationships, and external economic conditions, to provide a more comprehensive understanding of turnover dynamics. Longitudinal and comparative studies across institutions would further enhance the generalizability of findings.

## 7. Practical Implications

- **Enhance Job Satisfaction:** WSU should focus on creating an engaging work environment, providing meaningful work, and recognizing employee contributions. Regular feedback mechanisms can improve employee morale and satisfaction.
- **Foster Organizational Commitment:** Leadership training and mentorship programs should aim to strengthen employees' emotional attachment to the institution. Initiatives that align organizational goals with employee aspirations are essential.
- **Strengthen Career Development:** Structured career development programs, clear promotion pathways, and training opportunities should be

prioritized. Offering professional growth opportunities will increase retention rates.

- **Improve Compensation Policies:** WSU must ensure that compensation packages are competitive and reflective of employee contributions. Transparent communication about pays and benefits can further build trust and satisfaction.

## 8. Limitations

This study has several limitations. First, the sample size (123 respondents) may limit the generalizability of findings, as it represents a fraction of WSU's workforce. Second, the cross-sectional research design restricts the ability to infer causality between the variables. Third, the reliance on self-reported data introduces the potential for response bias, as employees may underreport or overreport their perceptions and intentions. Finally, the study did not include additional variables, such as leadership quality and workplace culture, which may significantly influence turnover intentions. These limitations should be considered when interpreting the findings and designing future research.

## 9. Recommendations for Future Research

- **Longitudinal Studies:** Future research should adopt a longitudinal approach to capture the dynamic nature of turnover intentions over time and explore causal relationships.
- **Inclusion of Additional Variables:** Investigate other potential determinants of turnover intentions, such as leadership styles, workplace relationships, and external economic conditions.
- **Comparative Studies:** Conduct comparative research across different higher education institutions to identify institution-specific and sector-wide factors influencing turnover.
- **Mixed-Methods Approach:** Combining qualitative insights with quantitative data could provide a deeper understanding of employees' motivations and perceptions.

## Author Statements:

- **Ethical approval:** The conducted research is not related to either human or animal use.
- **Conflict of interest:** The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper

- **Acknowledgement:** The authors declare that they have nobody or no-company to acknowledge.
- **Author contributions:** The authors declare that they have equal right on this paper.
- **Funding information:** The authors declare that there is no funding to be acknowledged.
- **Data availability statement:** The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

## References

- [1] Adriano, J., and Callaghan, C. 2022. Retention and turnover of staff undertaking degree studies: insights and evidence from South Africa. *Personnel Review*. <https://doi.org/10.1108/pr-08-2019-0427>
- [2] Ardianto, R., and Bukhori, M. 2021. *Turnover Intentions*. 2(01), 89-98.
- [3] Balushi, A., Thumiki, V., Nawaz, N., Jurčić, A., and Gajenderan, V. 2022. Role of organizational commitment in career growth and turnover intention in public sector of Oman. *PLoS ONE*, 17. <https://doi.org/10.1371/journal.pone.0265535>
- [4] Bangura, D. and Lourens, M.E. 2024. Unveiling the Hidden Dynamics: exploring causative factors and impact of employee turnover on organisational performance. *British journal of multidisciplinary and advanced studies*, doi: 10.37745/bjmas.2022.0439.
- [5] Barkhuizen, N., Lesenyeh, D., and Schutte, N. 2020. Talent retention of academic staff in South African higher education institutions. *The International Journal of Business and Management*, 12, 191-207.
- [6] Barkhuizen, N., Rothmann, S., and Van De Vijver, F. J. 2014. Burnout and work engagement of academics in higher education institutions: Effects of dispositional optimism. *Stress and Health*, 30(4), 322-332.
- [7] Becker, G. 1994. Human Capital: A theoretical and empirical analysis with special reference to Education. 3rd Edition, *The University of Chicago Press*, Chicago.
- [8] Belete, A.K. 2018. Turnover Intention Influencing Factors of Employees: An Empirical Work Review. *Journal of entrepreneurship and organization management*, 07, 1-5. <https://doi.org/10.4172/2169-026X.1000253>
- [9] Berry, M.L. 2010. Predicting Turnover Intent: Examining the Effects of Employee Engagement, Compensation Fairness, Job Satisfaction, and Age.
- [10] Biswakarma, G. 2016. Organizational career growth and employees' turnover intentions: An empirical evidence from Nepalese private commercial banks. *International Academic Journal of Organizational Behavior and Human Resource Management*, 3(2), 10-26.
- [11] Bwowe, P. 2020. Employee turnover intention at a historically disadvantaged South African University. *Journal of Educational and Social Research*, 10(6), 162.
- [12] Chauvet, I. 2016. Emotional Intelligence, Job Satisfaction, Work Engagement and Turnover Intentions of Employees in Selected South African Organisations.
- [13] Cohen, G., Blake, R. S., and Goodman, D. 2016. Does turnover intention matter? Evaluating the usefulness of turnover intention rate as a predictor of actual turnover rate. *Review of Public Personnel Administration*, 36(3), 240-263.
- [14] Cohen, S., and Kaimenakis, N. 2007. Intellectual capital and corporate performance in knowledge-intensive SMEs. *The Learning Organization*, 14(3), 241-262.
- [15] Dewi, R. S. and Nurhayati, M. 2021. The effect of career development on turnover intention with job satisfaction and organizational commitment. *European Journal of Business and Management Research*, 6(4), 11-18. <https://doi.org/10.24018/ejbmr.2021.6.4.918>.
- [16] Edvinsson, L. and Malone, M. 1997. Intellectual Capital. *Harper Business*, New York.
- [17] Finthariasari, M. F., Harini, R., Islamuddin, I., Febriawati, H., and Putra, J. R. 2024. The influence of role conflict, job satisfaction and job stress on turnover intention. 12(2), 2305-2314.
- [18] Foord, N., Rossler, A., Malan, J., Janse van Rensburg, W., Machtelinckx, F., Mouton, A., and Olivier, S. 2018. *Community engagement newsletter*, Faculty of Veterinary Science, Summer, December 2018.
- [19] Gašić, D., and Berber, N. 2023. The mediating role of employee engagement in the relationship between flexible work arrangements and turnover intentions among highly educated employees in the republic of Serbia. *Behavioral Sciences*, 13(2), 131.
- [20] Gebregziabher, D., Berhanie, E., Berihu, H., Belstie, A., and Teklay, G. 2020. The relationship between job satisfaction and turnover intention among nurses in Axum

- comprehensive and specialized hospital Tigray, Ethiopia. *BMC nursing*, 19, 1-8.
- [21] Gunawan, H., Pala, R., Tijiang, B., Razak, M., and Qur'ani, B. 2024. Global challenges of the mining industry: Effect of job insecurity and reward on turnover intention through job satisfaction. *SA Journal of Human Resource Management*, 22, 11.
- [22] Hassan, H., Kamaluddin, A., Saad, S., Quratun'Aini, N., Haron, N. H., and Kusumaningtias, R. 2022. Intellectual Capital Performance in Higher Education Institutions: *Evidence from Public Universities*.
- [23] Hsu, H. Y., and Wang, S. K. 2019. Using ICTs and mobile devices to assist adult English Language Learning: *an e-portfolio-based learning approach*. 133-161.
- [24] Kalyanamitra, P., Saengchai, S., and Jernsittiparsert, K. 2020. Impact of Training Facilities, Benefits and compensation, and performance appraisal on the employee's retention: *A mediating effect of employees job satisfaction*. 11, 166-175.
- [25] Koshak, A. K., Almadni, N. F., and Rajkhan, D. M. 2024. Job Satisfaction and Employees' Turnover Intentions (An Empirical Study of Universities in Saudi Arabia). 5(56), 236-262.
- [26] Marginson, S. 2019. Limitations of human capital theory. *Studies in Higher Education*, 44, 287 - 301. <https://doi.org/10.1080/03075079.2017.1359823>.
- [27] Marsyah, I. and Widigdo, A. M. N. 2024. The effect of work overload, organizational commitment, and development career on employee turnover intention, 8(2), 9. <https://doi.org/10.22441/indikator.v8i2.23939>
- [28] Mbundu, I. N. 2011. A critical evaluation of job satisfaction levels during the transitional period of a merger: The case of Walter Sisulu University (Doctoral dissertation, University of South Africa).
- [29] Mensele, C., and Coetzee, M. 2019. Job embeddedness, organisational commitment and voluntary turnover of academic staff at a higher education institution in South Africa. *African Journal of Employee Relations*. <https://doi.org/10.25159/2520-3223/5898>.
- [30] Mpofu, M. 2013. An Assessment of Factors Influencing Staff Turnover at Walter Sisulu University: 2010-2012 (Dissertation, Nelson Mandela Metropolitan University).
- [31] Nawaz, M., Siddiqui, S., Rasheed, R., and Iqbal, S. 2019. Managing Turnover Intentions among Faculty of higher education using human resource management and career growth practices. <https://doi.org/10.26710/READS.V5I1.569>.
- [32] Ngobeni, E., and Bezuidenhout, A. 2011. Engaging employees for improved retention at a higher education institution in South Africa. *African Journal of Business Management*, 5, 9961-9970. <https://doi.org/10.5897/AJBM11.1381>.
- [33] Mefi, N.P. and Asoba, S.N., 2021. Leadership Styles and Employee Job Satisfaction: A Case of Head of Departments in Walter Sisulu University. *Academy of Entrepreneurship Journal*, 27, pp.1-9.
- [34] Nugroho, A. P., and Tanuwijaya, J. 2022. The Influence between salary satisfaction, job satisfaction, affective commitment, performance, and the desire to change. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(2).
- [35] Omega, A., Putranta, M., and Pramudianto, P. 2024. Optimizing employee experience and coaching to reduce turnover intention: a growth mindset moderation study in leasing companies. <https://doi.org/10.24002/kinerja.v28i1.8273>.
- [36] Pathak, N. 2024. Impact of compensation and benefits on the job satisfaction of employees: Case of Iron Industry in REAL GROUP. *International Scientific Journal of Engineering and Management*. <https://doi.org/10.55041/isjem01777>.
- [37] Razumova, T., and Burak, I. 2019. Further professional education as a factor of human capital development: Theoretical Issues. *Moscow University Economics Bulletin*. <https://doi.org/10.38050/01300105201951>.
- [38] Robillard, M. 2021. Turnover-induced knowledge loss in practice. *Proceedings of the 29th ACM Joint Meeting on European Software Engineering Conference and Symposium on the Foundations of Software Engineering*. <https://doi.org/10.1145/3468264.3473923>.
- [39] Rothausen, T., Henderson, K., Arnold, J., and Malshe, A. 2017. Should I Stay or Should I Go? Identity and Well-Being in Sensemaking About Retention and Turnover. *Journal of Management*, 43, 2357 - 2385. <https://doi.org/10.1177/0149206315569312>.
- [40] Saluy, A. B., and Nurhayati, M. 2024. Career development strategies in maintaining turnover intention through organizational commitment. 57(3)Saurombe, M., and Barkhuizen, E. 2022. Talent management practices and work-related outcomes for South African academic staff. *Journal of Psychology in Africa*, 32, 1 - 6.

- <https://doi.org/10.1080/14330237.2021.2002033>.
- [41] Sekaran, U. and Bougie, R. 2016. *Research Methods for Business: A Skill-Building Approach*. 7th Edition, Wiley and Sons, West Sussex.
- [42] Selesho, R., and Matjie, M. 2024. Exploring turnover intentions of employees at a South African government education council. *SA Journal of Human Resource Management*. <https://doi.org/10.4102/sajhrm.v22i0.2251>.
- [43] Silaban, N., and Syah, T. Y. R. 2018. The influence of compensation and organizational commitment on employees' turnover intention. *IOSR Journal of Business and Management*, 20(3), 1-6.
- [44] Soudane, J., and Ouallal, F. 2020. Human Capital - Notion and Concept: Theoretical review. *International journal of innovation and scientific research*, 46, 122-130.
- [45] Spector, P., E. 1997. *Job Satisfaction: Application, Assessment, Causes, and Consequences*. Thousand Oaks, CA: SAGE Publications.
- [46] Takawira, N., Coetzee, M., and Schreuder, D. 2013. Job embeddedness, work engagement and turnover intention of staff in a higher education institution: An exploratory study. *Sa Journal of Human Resource Management*, 12, 1-10. <https://doi.org/10.4102/SAJHRM.V12I1.524>.
- [47] Tziner, A., and Birati, A. 1996. Assessing employee turnover costs: A revised approach. *Human Resource Management Review*, 6(2), 113-122.
- [48] Walter Sisulu University. 2022. Walter Sisulu University annual report 2021. Available at: [https://www.wsu.ac.za/images/WSU\\_Annual\\_Report\\_2021\\_compressed.pdf](https://www.wsu.ac.za/images/WSU_Annual_Report_2021_compressed.pdf) [14 April 2024]
- [49] Wibowo, B. H. M., Margono, M., and Noermijati, N. 2023. The effect of job stress and organizational climate on turnover intention: mediating role of job satisfaction. *International Journal of Business, Law, and Education*, 4(2), 1408-1426.
- [50] Xu, Y., Jie, D., Wu, H., Shi, X., Badulescu, D., Akbar, S., and Badulescu, A. 2022. Reducing employee turnover intentions in tourism and hospitality sector: the mediating effect of quality of work life and intrinsic motivation. *international journal of environmental research and public health*, 19. <https://doi.org/10.3390/ijerph191811222>.
- [51] Yue, T. 2019. Examining employees' turnover intention based on organizational justice, pay satisfaction and job satisfaction in the hospitality and tourism industry (Doctoral dissertation, University of Guelph).