

Is Stress the Silent Killer of Retention? Exploring Turnover Intention in IT Employees

This study explored the relationship between various dimensions of Quality of Work Life (QWL) and Turnover Intention (TI) among IT employees through a multiple regression analysis. The aim was to understand how different aspects of an employee's work life—such as well-being, home-work interface, job satisfaction, work control, working conditions, employee engagement, and stress—affect their intention to leave the organization.

The analysis was based on data collected from 1,030 IT employees and aimed to identify key factors that could help organizations reduce turnover intention and improve employee retention. The independent variables included General Well-Being (X1), Home Work Interface (X2), Job and Career Satisfaction (X3), Control at Work (X4), Working Conditions (X5), Employee Engagement (X6), and Stress at Work (X7), while Turnover Intention (Y) was the dependent variable.

Key Findings:

1. Multiple Correlation and R-Square:

The Multiple R value of 0.742 indicates a strong negative relationship between the dependent variable (Turnover Intention) and the independent variables. This suggests that the dimensions of QWL combined can explain a substantial portion of employees' turnover intentions. The R-Square value of 0.550 indicates that 55% of the variation in turnover intention is explained by the seven QWL dimensions, a highly significant result at the 1% level.

2. Regression Equation:

The regression equation derived from the analysis is:

$$Y = 19.864 - 0.308X_1 - 0.319X_2 - 0.198X_3 - 0.524X_4 - 0.350X_5 - 0.164X_6 + 0.581X_7$$

This equation shows the partial effects of each independent variable on turnover intention while holding the other variables constant.

3. Impact of Individual QWL Dimensions:

- General Well-Being (X1): The coefficient of -0.308 indicates that for every unit increase in General Well-Being, turnover intention would decrease by 0.308. However, this relationship is not statistically significant at the 1% level.
- Home Work Interface (X2): A negative coefficient of -0.319 suggests that improvements in Home Work Interface would reduce turnover intention, but this effect is also not significant.

- Job and Career Satisfaction (X3): Similarly, Job and Career Satisfaction shows a negative effect on turnover intention (-0.198), though it is not significant at the 1% level.
- Control at Work (X4): The coefficient of -0.524 indicates a negative relationship, suggesting that increased control at work would decrease turnover intention, though not statistically significant.
- Working Conditions (X5): A coefficient of -0.350 shows that better working conditions would lead to a reduction in turnover intention, but again, this effect is not significant.
- Employee Engagement (X6): The coefficient of -0.164 indicates that higher levels of employee engagement can reduce turnover intention, though this relationship is not statistically significant.
- Stress at Work (X7): The coefficient for Stress at Work is 0.581, suggesting that higher levels of work-related stress significantly increase turnover intention. Interestingly, this is the only factor with a positive relationship and the highest standardized coefficient, indicating that stress at work is the most important factor driving turnover intention. However, this coefficient is not statistically significant.

4. KeyInsight:

Despite a strong relationship between the independent variables and turnover intention, none of the individual dimensions of Quality of Work Life were found to have a statistically significant impact on turnover intention at the 1% significance level. The most important factor influencing turnover intention, based on the standardized coefficient, is stress at work, which suggests that reducing stress could be a key intervention for organizations aiming to reduce turnover intention among IT employees.

Conclusion:

While the regression analysis reveals a strong relationship between various QWL dimensions and turnover intention, the lack of statistical significance across most variables suggests that other unmeasured factors may play a more substantial role in predicting turnover intention. Stress at work emerges as the most critical factor, and organizations may consider focusing on stress management strategies to help reduce employee turnover.

This study underscores the complexity of turnover intention in the IT sector, suggesting that a multifaceted approach to improving Quality of Work Life—with a particular focus on reducing stress—could be beneficial for increasing retention rates.

Variables	Unstandardized co-efficient	SE of B	Standardized co-efficient	t value	P value
Constant	19.864	0.865	-	22.976	<0.001**
X ₁	-0.308	0.036	-.0290	-8.593	<0.001**
X ₂	-0.319	0.041	-.0261	-7.741	<0.001**
X ₃	-0.198	0.025	-.0240	-7.809	<0.001**
X ₄	-0.524	0.048	-.0286	-10.969	<0.001**
X ₅	-0.350	0.064	-.0251	-5.456	<0.001**
X ₆	-0.164	0.020	-.0289	-8.059	<0.001**
X ₇	0.581	0.050	0.330	11.591	<0.001**

Note: ** Denotes significant at 1% level