



RESEARCH ARTICLE

The Nexus between Work Engagement, Job Stress, and Employee Turnover Intention in Riyadh Private Sector

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Abstract

This study aims at investigating the nexus between work engagement, job stress, and turnover intention. A descriptive-analytical approach is used to collect and analyze the research data. Survey data included 176 participants and IBM SPSS version 22 was conducted to test the research hypotheses. Survey questionnaire is applied as a primary data collection tool. The findings indicated that job stress (JS) has a significant positive impact on turnover intention (TI), whereas work engagement (WE) has a significant negative impact on turnover intention (TI). Also, it is evidenced that work engagement (WE) has a significant negative impact on job stress (JS). In addition, there are significant differences in turnover intention (TI) based on demographic variables (gender and age). This study offers private sector leaders a better understanding of reasons behind turnover intention and actual turnover to prevent employees from making such decisions that affect overall organizational effectiveness.

Keywords: Turnover intention, work engagement, job stress, private sector, Riyadh

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1 | INTRODUCTION

Organizations today are being challenged with many issues that can harm their existence. However, by having the required mindset and tools, decision makers can have more control over these challenges, especially those that are related to human capital. Addressing these concerns in their early stages will prevent them from

becoming a problem. As per (Hughes, 2010) one of the most significant concerns in the industry is employee turnover.

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Many organizations must contend with employee turnover as it has reached its highest levels in the last ten years, according to Boss (2018). Leaders work to avoid increasing rate of turnover due to its negative impact on business activities and operations, organizations would have to go over excessive recruitment efforts to hire and train new workers with great set of skills. The expected damages of productive employees leaving the organization can vary from lower profits due to fewer customers, as well as decreased employee morale and increase in cost and workload, and more importantly, an organization is more likely to suffer from negative reputation and damages in its organizational image that the organization cannot recover from easily. Moreover, all organizations despite its sizes, are faced with turnover of all types whether voluntary or involuntary. As a result of the challenging nature of turnover, in most cases organizations fail to determine its causes, hence, turnover cost rises every year (Morris-Sweeney, 2018). Factors influencing turnover intention must be detected in order to better understand causes for actual turnover and work to prevent them. Due to the proven negative effect of employee turnover on organizations, it is important today more than ever for organizations to make every effort to keep employee turnover to a minimum.

Human resources are considered valuable assets (Mayo, 2016) and having great workers makes running a business even easier (Newman, 2017). Organizations use these human assets to maximize their use of other resources. Thus, in order for organizations to increase value and maintain status, a company must hire exceptional employees and make every effort to retain them. Along with competing for the promotion of new products, the pursuit of excellent service, or excellent information technology, investing in human capital is the way for organizations to gain competitive advantage among other competitors.

Given the above challenge, this study will address factors related to turnover intention. Employee resignation usually begins with the intention to withdraw for various reasons (Forbes Coaches Council, 2018). In addition, it is evidenced that there are key factors leading to employees' turnover that must be known by the organization, including problems

related to job engagement. The first formal definition of work engagement was introduced in 1990 by William Kahn, as "the harnessing of organization members' selves to their work roles" (1990, p. 694). Previous studies have shown a significant negative relationship between work engagement and turnover intention. The Gallup (2018) survey ranks employee engagement continually. However, recently it was found that engagement have reached its highest percentage. Gallup reported that the remaining percentage of workers will quickly leave their company for a slightly better offer". The relationship between work engagement and turnover intention will be discussed furthermore in this research, with the goal of promoting work engagement in the workplace. Moreover, another key factor leading to turnover intention is employees suffering from high work stress (Rehman et al., 2018). According to Fong et al., (2018), job stress is a significant factor determining employees quitting their jobs. A significant positive relationship between work stress and turnover intention was found by many scholars and will therefore be discussed furthermore as well in this research. Despite the significant attention that work engagement and job stress had received over the past two decades the literature shows that these factors are still issues employees are suffering from continuously around the world.

The purpose of the present study is to assess the nexus between work engagement, job stress, and turnover intention experienced by private sector employees in Riyadh, as well as examining the differences in turnover intention based on demographic factors such as gender and age. The following theoretical model with hypothesis (Figure 1) was used in this research.

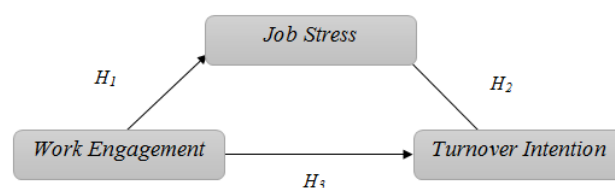


Figure (1) Theoretical Model with Hypothesis

2 | LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 | The Relationship between Work Engagement and Job Stress

Work engagement was firstly introduced by Kahn, (1990) and identified as "harnessing of organization members' selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally, and mentally during role performances" (p. 694). Engaged employees view their work as an enjoyable experience, due to the fulfilling experience associated to it resulting in generating positive effects on employee performance (Leiter et al., 2010), and lead to the acceptance of stressful work which in turn enhance the overall organization performance. Derogatis, (1987) identifies job stress as the state of mental pressure influenced by personality mediators, environmental factors, and emotional reactions. Work engagement can result in decreasing work stress as engaged employees are likely to produce high levels of tolerance for stressful work situations (Schaufeli et al., 2006). Likewise, Lee et al., (2002) stated that higher levels of employee engagement is linked to lower levels of stress among employees as they perceive their jobs as challenging, and become motivated to challenging jobs. Thus, Job demands are not always viewed as stressful. However, when these demands necessitate a lot of repetitive effort, they may contribute at decreasing work engagement (Schaufeli & Bakker, 2004). While on the other hand, when engaged employees are motivated, and find that work activities and experiences are related, they are likely to deal with work-related demands (Schaufeli et al., 2002). Additionally, a study conducted by Zhu (2018) found that high levels of engagement is aligned with full absorption, readiness for work, which in turn helps to decrease the exhausting effects of workload. Furthermore, Karatepe et al., (2014) examined the relationships between work responsibility and work engagement, which helped in finding that employees with high work engagement perceive work-related stress as an opportunity for growth and personal development, rather than a hindrance (hindrance demands refer to negatively perceived job demands). Therefore, based

on the previous studies in the relationship between work engagement and job stress, we formulated the first hypothesis:

1. H1 : Work engagement has a significant negative impact on job stress.

2.2 | The Relationship between Job Stress and Turnover Intention

Turnover intention has been identified as individual's estimated probability that he/she will leave an organization at some point in the near future. (Chen et al., 2014). Employees may experience severe physical and emotional consequences as a result of stressful work environments. (Bohle et al., 2000; Caplan et al., 1975; Greenberg et al., 2003; Somers, 2009). Thus, physical and emotional influences of job stress play a critical role in affecting the workplace negatively resulting in higher levels of turnover intention, and as stated by Singh et al., (2019), job stress affect levels of job satisfaction among employees leading to turnover as a psychological consequences of job stress. Additionally, job stress has been related to higher turnover intention and lower levels of employee performance, all of which have a negative impact on a company's bottom line (Bhuan, et al., 2005; Caplan et al., 1975; Noblet et al., 2009; Spector, 2003). It is evidenced that there are key factors leading to employees' turnover that must be known by the organization including work stress (Rehman, 2018). Moreover, job stress is becoming a huge concern to private sector organizations as a result of its direct effect on turnover. Eventually, in avoidance of having employees who are under a lot of stress at work to consider quitting (Chen, Lin, Lien, 2010), managers must recognize and be mindful of adverse harmful factors influencing employees to prevent turnover, including job stress (Suong, 2020). According to Fong et al., (2018), job stress is a significant factor determining employees quitting their jobs. Another study stated that employees who are under a lot of stress at work are more likely to consider quitting (Chen et al., 2010). In addition, it is evidenced that there are significant relationships with regard to work stress, salary, experience, leadership support, organization

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commitment, job satisfaction and turnover intention (Song, 2016). Previous studies from various countries (Anton, 2009; Rehman et al., 2010; Yim et al., 2010) has backed up this argument. Therefore, based on the previous studies in the relationship between job stress and turnover intention, we formulated the second hypothesis:

H₂: Job stress has a significant positive impact on turnover intention.

2.3 | The Relationship between Work Engagement and Turnover Intention

The importance of studying the linkage between work engagement and its effect on employees' intention to leave has risen according to (Carmeli et al., 2006). It is recommended by Bailey et al., (2017), that high levels of work engagement among employees result in lower levels of employee intention to quit current employer, and leads to higher levels of employee performance, as it is proven that work engagement is negatively associated with turnover intention (Huang et al., 2016). Similarly, previous studies discovered that engaged employees have lower levels of turnover intention (Alfes et al., 2013) since engaged employees feel excited, motivated, view work tasks and activities as related to them, and are able to tolerate work-related demands (Schaufel et al., 2002). Additionally, numerous studies have investigated employee engagement and found that it results in positive outcomes through its contribution at enhancing organizational performance (Kane-Frieder et al., 2014; Markos et al., 2010; Xu et al., 2011). Thus, organizations are shifting their focus at work engagement in order to attract and retain talented employees, as it is evidenced that it helps at lowering the likelihood of employees leaving their current employer (Bakker et al., 2010; Houkes, et al., 2003; Song, et al, 2013). In addition, employees may find it difficult to leave their organizations as a result of high levels of work engagement (Schaufeli et al., 2006). Likewise, engaged employees tend to have less intention to leave current employment (Alfes, 2013; Saks, 2006;). Lastly, Rafiq, et al. (2019) stated that work engagement has an indirect effect on turnover intention. Therefore, based on the previous studies in the relationship between work engagement

and turnover intention, we formulated the third hypothesis:

1. H₃: Work engagement has a significant negative impact on turnover intention.

2.4 | The Relationship between Demographic Factors and Turnover Intention.

Gender differences and age studies have yielded contradictory and inconclusive results in finding links between demographic factors such as (gender and age) and turnover intention. It is argued that demographic factors like age, gender, marital status, and education, as well as factors like tenure, pay, job determine turnover intention (Emiroğlu et al., 2015). Thus, Adebisi et al., (2020) stated in their study that turnover intention is affected by age as younger employees is influenced by turnover more than older employees, as older employees have a lower turnover intention (Carbery et al., 2003; Ghiselli et al., 2001; Kim et al., 2010; Karatepe et al., 2006; Pizam et al., 2006). Likewise, it is found that age, and educational qualifications has a substantial impact on labor turnover (Bello et al., 2020). Furthermore, according to Adebisi et al., (2020) turnover is not affected by biological sex. While other studies discovered that gender variable has an effect on turnover intention (Akova, et al., 2015). Further studies on gender and turnover intention revealed that gender is a factor that influences turnover intention (Carbery et al., 2003; Karatepe et al., 2006; Uludağ et al., 2011). Therefore, based on the previous studies between demographic factors (gender and age) and turnover intention, we formulated the fourth hypothesis: .

H₄: There are significant differences between the responses of the study sample to turnover intention based on demographic variables (gender and age), with age expected to have a negative impact on turnover intention.

3 | RESEARCH METHODOLOGY

3.1 | Sample and Data Collection

A descriptive-analytical approach design was applied to this study, the survey was conducted among

private sector employees in Riyadh, Saudi Arabia from March to April 2021. The data were collected by electronic questionnaires, involving four sections along with outlining the survey objective and methods. First part consists of the demographic characteristics of participants. Second part consists of (13) questions to measure the study’s independent variable, job stress. Third part consist of (9) questions to measure the study’s independent variable, work engagement. And the last part consists of (3) questions to measure the study’s dependent variable turnover intention. Participating was voluntary, and Incomplete responses or responses presenting absolute values were excluded. Finally, a total of (176) responses were collected. All responses were anonymous to protect the privacy of participants. Table (1) below summarizes the sample characteristics.

Table (1) Demographic Characteristics of Participants (n = 176).

Socio-Demographic Information	n	%
Gender		
Male	39	22.15
Female	137	77.84
Age, group		
<30	124	70.45
30 - 39	25	14.20
40 - 49	19	10.79
>50	8	4.54
Employment status		
Full-time	123	69.88
Part-time	17	9.65
other	36	20.45
Education background		
<Diploma	32	18.18
Bachelor's degree	119	67.61
>Master's degree	25	14.20
Experience years		
<5	127	72.15
5-10	17	9.65
10-15	11	6.25
>15	21	11.93
Work hours (per week)		
<40	98	55.68
40-60	71	40.34
60-80	6	3.40
>80	1	0.56

In the sample data, (77.84%) were women and the largest proportion of respondents (70.45%) were in the 20–29 age group, followed by the 30–39 age group (14.20%). Most of the respondents were working full-time (69.88%). And mostly had obtained a bachelor’s degree (67.61%). The majority of respondents worked less than 5 years (72.15%). Finally, more than half of the respondents worked on average 40 to less than 60 hours per week (55.68%).

3.2 | Measures

The three measures examined in this study, namely work engagement, job stress, and turnover intention as evidenced by previous studies, given high levels of reliability and validity. For this study, to ensure more accurate results, all measures were translated into Arabic through forward translation as it is the native language for the targeted audience. Moreover, the following measures outlined below used a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Employees responded to questionnaires regarding WE, JS, TI, gender, age, tenure, and education level.

- Work Engagement

WE were measured using the Utrecht Work Engagement nine-item scale (UWES-9) adapted by Schaufeli et al., (2006) intended to assess employee engagement. It measures three dimensions: vigor, dedication, and absorption. A sample item of each dimension: (vigor) “At my work, I feel bursting with energy”, (dedication) “I am enthusiastic about my job”, and (absorption) “I am immersed in my work.” The Cronbach’s α coefficient of the 9-items was 0.929.

- Job Stress

JS was measured using the three-item scale adapted by Parker et al., (1983), intended to measure employees’ job stress. It measures two dimensions: time stress, job anxiety. A sample item of each dimension: (time stress) “I spend so much time at work, I can’t see the forest for the trees”, (job anxiety) “Working here makes it hard to spend enough time with my family.” The Cronbach’s α coefficient of the 3-items was 0.908.

- Turnover intention

TI was measured using the three-item scale developed by Mobley et al., (1978) as it delivers more accurate information about turnover than Hom (1979). It is intended to assess the intention of employees to leave the job, occupation, and the organization. A sample item was: “I am actively searching for an alternative to this organization.” The Cronbach’s α coefficient of the 3-items was 0.898.

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3.3 | Data Analysis

A descriptive-analytical approach is applied to collect and analyze the data. Quantitative analysis was conducted using aspects of Statistical Package for the Social Sciences (SPSS. 22). This included the use of descriptive statistics and frequencies, regression analysis to test the relationships between independent variables WE, JS, and the dependent variable TI.

4 | RESULTS

4.1 | Scale Reliability

Table (2) below shows Cronbach's alpha value for research scale.

Table (2) Cronbach's Alpha Value

Variables	Cronbach's Alpha Value
JS	0.941
WE	0.908
TI	0.898

According to table (2) the reliability values ranged between (0.898 and 0.941) which is considered an acceptable reliability level.

4.2 | Descriptive Analysis

The results in table 3 reveals that the mean value of Job stress is (3.0048), Work engagement is (3.3636) and Turnover intention is (3.0606). Additionally, Job stress negatively and significantly correlated with work engagement ($r = -0.619$, $p > 0.05$), and positively and significantly correlated with Turnover intention ($r = -0.734$, $p > 0.05$). Also, work engagement negatively and significantly correlated with Turnover intention ($r = -0.540$, $p > 0.05$).

Table (3) Descriptive Statistics and Correlation Analysis

	Mean	S.Dev	1	2	3
1- Job stress	3.0048	1.08481	1		
2- Work engagement	3.3636	1.04761	-0.619	1	
3- Turnover intention	3.0606	1.30644	0.734	-0.540	1

4.3 | Hypotheses Testing

Table (4) Multi Collinearity Results

Independent Variable	VIF	Tolerance
JS	1.621	0.617
WE	1.624	0.608

As shown in table (4), VIF value for all independent variables was less than 10 ranging from 1.624 to 1.621, and allowed variation (Tolerance) for each independent variable ranged from 0.608 to 0.617 which indicate no high correlation between independent variables. Therefore, we can make regression testing for research hypotheses.

Independent Variable	B	Beta	t value	P value
Costant	5.160		28.099	.000
Job Stress	-.598	-.619	-10.396	.000

R=.619 R2=.383 F=108.071 p<0.005

H1: Work engagement has a significant negative impact on job stress.

Model	Sum of square	df	mean square	F	Sig.	R ²
Regression	78.903	1	78.903	108.071	0.000	0.383
Residual	127.039	174	.730			
Total	205.943	175				

FIGURE 1: Table (5) The Effect of JobStress on Work Engagement

As shown in table (5) there is a significant statistical impact for independent variables (job stress) on dependent variable (work engagement) based on the t value = -10.396, $p > 0.005$.

Table (6) The Model Validity Test for WS and JS

Model	B	Std.Error	Beta	T	Sig.
JS	0.884	0.062	0.734	14.244	0.00

As shown in table (6) the value of (f) = 108.071, and sig=0.000, which indicate good validity model. Additionally, according to R2 value, work engagement

explained (38.3%) of the total variance of dependent variable (job stress). Therefore, the simple regression used to test the hypothesis.

Table (7) Simple Regression for WS and JS

Model	B	Std.Error	Beta	T	Sig.
WE	- 0.641	0.062	- 0.619	10.396	0.00

As shown in table (7) there is a significant statistical impact for independent variable (work engagement) on dependent variable (Job stress) based on the t value =10.396 and sig value less than 0.005. Thus, H2 is accepted. The negative value of beta coefficient (- 0.619) indicates the decrease in the dependent variable (Job stress) for a unit change in the independent variable (work engagement).

H₂: Job stress has a significant positive impact on turnover intention.

Table (8) The Model Validity Test for JS and TI

Model	Sum of Square	df	Mean Square	F	Sig.	R ²
Regression	160.796	1	160.796	202.902	0.000	0.538
Residual	137.891	174	.792			
Total	298.687	175				

As shown in table (8) the value of (f) = 202.902, and sig=0.000, which indicate good validity model. Additionally, according to R² value, job stress explained (53.8%) of the total variance of dependent variable (turnover intention). Therefore, the simple regression used to test the hypothesis.

Table (9) Simple Regression for JS and TI

Independent Variable	B	Beta	t value	P value
Costant	1.304		2.825	.005
Job Stress	.780	.647	9.973	.000
Work Engagement	-.174	-.140	-2.150	.033

R=.742 R²=.550 F=105.876 P< 0.005

As shown in table (9) there is a significant statistical impact for independent variable (Job stress) on dependent variable (turnover intention) based on the t

value =14.244, and sig value less than 0.005. Thus, H3 is accepted. However, the results proof that the increase of JS lead to increase of turnover intention.

H₃: Work engagement has a significant negative impact on turnover intention.

Table (10) The Effect of Job Stress and Work Engagement on Turnover Intention

As shown in table (10) there is a significant statistical impact for independent variables (job stress and work engagement) on dependent variable (turnover intention) based on the t value =9.973 and -2.150 respectively , p > 0.005. Additionally, according to R² value, work engagement explained (55%) of the total variance of dependent variable (turnover intention). Therefore, the simple regression used to test the hypothesis

H₄: There are significant differences between the responses of the study sample to turnover intention based on demographic variables (gender and age), with age expected to have a negative impact on turnover intention.

To test the above hypothesis based on gender variable, Independent t test was used and the following table summarizes these results.

Table (11) Independent t test for H4 Gender

t	Dimensions	Mean	Std.Dev.	T	Sig
JS	Male	2.8107	1.24083	-1.269	.206
	Female	3.0601	1.03450	-1.147	.256
WE	Male	3.4530	1.17461	.603	.548
	Female	3.3382	1.01181	.555	.581
TI	Male	2.6068	1.37622	-2.495	.064
	Female	3.1898	1.26142	-2.376	.021

As shown in table (11) there are statistical differences between the responses of the study sample based on gender to the variable (turnover intention) where female mean = 3.1898 and male mean = 2.6068. Additionally, the results showed that there are no differences between the responses of the study sample for other variables (JS, WE).

Moreover, ANOVA test was used to identify the differences among the responses of the study sample to work engagement, job stress and turnover intention based on demographic variables (age). The following table summarizes these results.

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Table (12) ANOVA test for H4 Age

		Sum of Squares	df	F	Sig
WE	Between Groups	15.229	5	2.715	.022
	Within Groups	190.714	170		
	Total	205.943	175		
JS	Between Groups	8.319	5	1.539	.180
	Within Groups	183.742	170		
	Total	192.061	175		
TI	Between Groups	30.236	5	3.829	.003
	Within Groups	268.451	170		
	Total	298.687	175		

It is evident from the results shown in Table (12) that there are differences in the study sample responses towards work engagement and turnover intention according to the age variable, as the values of the significance level (sig) are less than the acceptable value (0.05).

In order to identify the differences in favor of any age group, the post-hoc test (scheffe) was performed, and the results showed that the differences in the responses of the study sample for the work engagement was in favor of the third group, while the differences in the turnover intention was in favor of the second group.

5 | DISCUSSION

The current study contributes to existing positive psychology literature by presenting empirical evidence to understand the role of work engagement and job stress on turnover intention. The results also support significant differences in turnover intention based on demographic variables (age and gender). Additionally, it contributes to generalize the negative relationship between work engagement and turnover intention to Saudi context.

Through the use of oil export revenues, Kingdom of Saudi Arabia has turned its economy into prosperous and strong, while maintaining global position over the last two decades (Rubin, 2017). The initiative was part of Vision 2030, which aims to empower private sector's presence in Riyadh (McCarthy, 2019). Thus, private sector firms are being

encouraged to invest in the Kingdom, which resulted in generating more work opportunities for Saudi people. Consequently, understanding antecedents of turnover intention, is contributing to both theory and managerial practices within private sector in Riyadh. Work engagement has a direct negative impact on job stress, as high levels of work engagement lead to lower levels of work stress (Karatepe et al., 2014; Lee et al., 2002; Schaufeli et al., 2004; Schaufeli et al., 2006). Work engagement and job stress relationship is widely investigated, and it is construed that work engagement is negatively associated to work stress as engaged employees are likely to produce high levels of tolerance for stressful work situations (Schaufeli et al., 2006). Similarly, engaged employees perceive their jobs as challenging, and become motivated to challenging jobs. Thus, as examined in previous researches, work engagement is negatively associated to work stress (Lee et al., 2002). Our findings extended the understanding of significant statistical negative impact between work engagement and job stress, hence, our first hypothesis was supported. It helped in emphasizing the critical role of work engagement as supporting the tolerance for job demands and stress complementing the work of (Schaufeli et al., 2002; Schaufeli et al., 2004). Job stress has a direct positive impact on turnover intention, as high levels of work stress lead to high levels of turnover intention (Anton, 2009; Chen et al., 2010; Fong et al., 2018; Rehman et al., 2010; Song, 2016; Suong, 2020 Yim et al., 2010). Significant findings has been evidenced in the relationship between work stress and turnover intention, and it is construed that work stress is positively associated to turnover intention as physical and emotional influences of job stress play a critical role in affecting work place negatively (Bohle, et al., 2000; Caplan, et al., 1975; Greenberg et al., 2003; Somers, 2009) resulting in higher levels of turnover intention affecting organization's bottom line (Bhuiyan, et al., 2005; Caplan et al., 1975; Noblet, et al., 2009; Sager, 1994; Spector, 2003). Thus, as examined in previous researches, work stress is positively associated to turnover intention (Song, 2016). Our findings extended the understanding of significant statistical positive impact between work stress and turnover intention, hence, our second hypothesis

was supported. It helped in emphasizing the critical role of work stress as affecting workplace negatively resulting in the intention to leave among employees. Additionally, managers must recognize and be mindful of adverse harmful factors influencing employees to prevent turnover, including job stress as complementing the work of (Suong, 2020). Work engagement has a direct negative impact on turnover intention, as high levels of work engagement lead to lower levels of turnover intention (Alfes et al., 2013; Bakker et al., 2010; Bailey et al., 2017; Houkes et al., 2003; Huang et al., 2016; Saks, 2006; Schaufeli et al., 2006; Song, et al, 2013;). Carmeli et al., (2006), stated the importance of studying the relationship between work engagement and its effect on employees' intention to leave. Thus, it is construed that work engagement is negatively associated to turnover intention as evidenced that work engagement helps in lowering the likelihood of employees leaving their current employer (Houkes, et al., 2003; et al., 2010; Song, et al, 2013). Similarly, engaged employees face difficulties in leaving their current employers as avoidance of negative outcomes (Schaufeli et al., 2006). Our findings extended the understanding of significant statistical negative impact between work engagement and turnover intention, hence, our third hypothesis was supported. It helped in emphasizing the critical role of work engagement as supporting in decreasing levels of employee's intention to quit current employer and enhance levels of employee performance, complementing the work of (Bailey et al., 2017).

Demographic factors such as (gender and age) has a direct impact on turnover intention, as younger employees tend to have higher levels of turnover intention (Adebiyi et al., 2020; Bello et al.,2020; Carbery, 2003; Emiroğlu, et al., 2015; Ghiselli, 2001; Karatepe et al., 2006; Kim et al., 2010; Pizam et al., 2006), and it is evidenced that there is substantial difference in turnover intention based on gender (Akova, et al., 2015; Carbery et al., 2003; Karatepe et al., 2006; Uludağ et al., 2011). Our findings extended the understanding of the contradictory and inconclusive results of demographic variables (gender and age) on turnover intention with age expected to have a negative impact on turnover intention, hence, our fourth hypothesis was supported. It helped in

emphasizing the critical role of demographic factors (age and gender) as guidance in predicting turnover intention, for organizations to implement solutions to prevent negative outcomes. Complementing the work of (Akova, et al., 2015; Carbery et al., 2003; Karatepe et al., 2006; Uludağ, 2011) in regards to differences within gender and turnover as females tend to have higher turnover intention, and older Employees have a lower turnover intention (Carbery et al., 2003; Ghiselli et al., 2001; Kim et al., 2010; Karatepe et al., 2006; Pizam et al., 2006). Additionally, Adebiyi et al., (2020) found that gender and turnover intention have no significant differences. The literature on turnover or turnover intention is rich and cumulative as it is widely investigated. It exemplifies multiple key factors affecting turnover (Holtom et al., 2008). Our study also supports previously searched factors contributing to intention to leave in the context of Riyadh among private sector employee. The data collected primarily concentrated on private sector employees of all levels, since voluntary turnover represent a high proportion among this group. Therefore, it is the responsibility of managers to recognize and be mindful of adverse harmful factors influencing employees to prevent turnover (Suong, 2020). Their role as predictors of employee turnover intention to help retaining talented employees as an attempt at enhancing organizational overall performance.

5.1 | Limitations and Recommendations for Future Research

There are limitations to this study like any other study. Consequently, first, it relies on self-reported surveys to elicit responses from private sector employees in Riyadh. Thus, there is a risk that responses will be biased due to socially desirable options (Crowne and Marlowe, 1960). To reduce possible method bias, this study used measures that are widely tested, and a 5-item scale. Second, the sample selection used a small number of sample size which can be argued that results cannot be universally applicable. Also, the sample of this study was context-specific and sector-specific, and also focused on some demographic factors while disregarding others. Future research can address potential differences in

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findings within both governmental and private sector as well as considering other demographic factors like years of experience and level of education. Third, since there are very few to limited studies in the effect of demographic variables on job stress and work engagement, it is recommended for future researches to investigate significant difference between demographic variables on work engagement and job stress. The future researcher are encouraged to involve more environmental and organizational related factors along with turnover intention in this current model. .

This study is one of few that examine the differences between the responses of the study sample to turnover intention based on demographics variables. The findings extend our understanding of the relationship between study variables. Also, it would be beneficial to investigate reasons resulting to employee turnover intention, such as job role or the people surrounding them.

Finally, future studies should further explain the mediating role of job stress between work engagement and turnover intention, as it is evidenced that job stress is a key mediator between role stressors and turnover intention (Wolfgang, 1989).

6 | CONCLUSION

This study sheds light on the nexus relationship between work engagement, job stress, and turnover intention. The main contribution of this study is to add to the positive psychology literature by presenting empirical evidence to understand the role of work engagement and job stress on turnover intention. The results also support significant differences in turnover intention based on demographic variables (age and gender).

The current study recommended that if the effects of work engagement are to be enhanced and job stress are to be lowered as factors determining turnover intention, employees' turnover intention can be decreased to a minimum. These results offer private sector leaders a better understanding of reasons behind turnover intention and actual turnover to prevent employees of making such decisions that affects

overall organizational effectiveness. It is the responsibility of managers to recognize and be mindful of adverse harmful factors influencing employees to prevent turnover (Suong, 2020). Future studies are encouraged to further investigate factors affecting turnover intention to increase the generalizability and to gain confidence of the study findings.

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