

# Employees Attrition During the Transitional Period: A Case Study of Saudi Organizations

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**Received Date: 25-07-2023; Accepted Date: 13-10-2023; Publication Date: 05-11-2023**

## Abstract

This study aimed to investigate the impact of job satisfaction, job stress, compensation and rewards, work environment, and employment security on employee attrition during transitional periods. This study utilised a comprehensive research methodology, incorporating quantitative measures. This study employed a sample size of 150 individuals from various organisations that have experienced recent periods of disruption in their work environments. The investigation was conducted with rigour. The data was analysed using SPSS. The study findings indicate that the main factors contributing to employee turnover during a period of change are workplace stress, lack of advancement opportunities, and dissatisfaction with compensation. Furthermore, the study revealed that inadequate working conditions significantly contribute to staff turnover. However, the study has also found that employees who work in a profession during an organisation's transitional phase are more likely to stay with the company. Employees who receive support and encouragement during this critical period are more likely to exhibit loyalty towards the organisation. The investigation suggests several measures to mitigate staff turnover during periods of change, based on the analysis of the results.

**Keywords:** Remuneration, Promotion, employee attrition, Stress, Saudi Arabia

How to cite (APA):

Al Salih, M. A., Al Doghan, M. A. (2023). Employees Attrition During the Transitional Period: A Case Study of Saudi Organizations. *International Journal of Instructional Cases*, 7(1), 193-210.



**International Journal  
of Instructional Cases**

## Introduction

Firms that play a significant role in the global economy encounter competitive challenges, necessitating continuous efforts to enhance productivity, reduce costs, and adapt to changing market dynamics ([Hofmann & Jaeger-Erben, 2020](#)). These factors have resulted in frequent organisational changes within firms, leading to disruptions in the workforce and increased employee turnover rates. Organisational change can lead to increased stress levels and reduced work satisfaction among employees due to feelings of uncertainty and distress. Employee turnover is a common phenomenon during periods of transformation, impacting various industries ([DeGhetto, Russell, & Ferris, 2017](#)). Employee attrition during periods of organisational change is a multifaceted problem that requires a comprehensive strategy to identify underlying causes and implement effective solutions ([Hoffman & Tadelis, 2020](#)). The financial, temporal, and labour-intensive nature of recruiting and training new employees makes the substantial expenses associated with staff turnover a major concern for businesses. Firms can ensure their long-term sustainability and continued success by addressing the underlying causes.

Employee attrition is a persistent problem for companies, as it can negatively impact a firm's productivity, growth, and profitability by undermining its ability to achieve strategic goals. High employee turnover rates have negative consequences such as the loss of critical institutional knowledge, decreased productivity, and increased expenses for hiring and onboarding new staff ([Moon et al., 2023](#)). Moreover, this could negatively impact the organisation's reputation and competitive standing, leading to a distorted perception of the business among stakeholders. High employee turnover significantly reduces morale among the remaining staff members. The potential loss of employees could significantly hinder the company's ability to expand, produce goods or services, and generate profits ([Mohammed, 2020](#)).

Therefore, it is imperative for the organisation to investigate the causes of staff turnover during periods of transition and consider alternative remedies. Firms should develop a comprehensive strategy that identifies the underlying causes and implements effective solutions to address this issue. Implementing this strategy enables the organisation to develop effective retention plans for its skilled workforce, thereby ensuring its viability in a fiercely competitive market ([Mitrofanova, Mitrofanova, & Margarov, 2021](#)). Multiple factors contribute to employee turnover in organisations. The factors contributing to negative work experiences encompass job stress, diminished work satisfaction, activities that lower morale, limited opportunities for career advancement, job insecurity, and inadequate reward and compensation packages ([Park et al., 2020](#)).

Therefore, it is imperative to promote employee retention and foster their contributions to the organisation's growth and achievement. To ensure employee

satisfaction and retention, businesses should offer fair and competitive compensation packages, create a stress-free work environment, conduct regular performance assessments, and provide opportunities for career recognition and development (Kossivi, Xu, & Kalgora, 2016). Organisations should prioritise the provision of a secure, healthy, and pleasant working environment that promotes teamwork, creativity, and fosters respect, trust, and effective communication, ultimately resulting in increased employee engagement.

By implementing this strategy, companies can retain their valuable workforce, thereby contributing to their growth and success. In conclusion, it is imperative for the business to develop a comprehensive strategy that effectively identifies and addresses the underlying factors contributing to employee attrition during periods of organisational change (Grissom & Bartanen, 2019). To ensure employee retention and foster their contribution to organisational growth and success, it is crucial for the organisation to prioritise stress management, transparent career advancement opportunities, competitive and equitable compensation packages, a safe and healthy work environment, and a culture characterised by dignity, confidence, and open communication (Hejase et al., 2016).

This study seeks to examine the factors that contribute to employee attrition and propose effective strategies to mitigate this problem. The research encompasses all employees across various departments and management levels, including entry-level employees, mid-level managers, and senior executives. This study will contribute to the existing knowledge on employee attrition in the context of organisational transformation. This study's findings can assist organisations in developing effective strategies to manage employee turnover, both in general and particularly during periods of transition.

## Literature Review and Hypothesis Development

### Job Satisfaction and employee attrition

Attrition in literature denotes the intentional and gradual decrease in employee numbers as they depart from the organisation. Employees may depart from the organisation either through involuntary or voluntary means. A reduction in the size of an organisation leads to employee attrition. A high rate of employee attrition, exceeding the rate of new hires, is detrimental to the organisation (Agarwal, 2015). Attrition occurs when employees leave an organisation and are subsequently replaced. Attrition can occur organization-wide or be limited to specific divisions or departments, resulting in the subsequent replacement of employees (Vignesh, Sarojini, & Vetrivel, 2018).

Job satisfaction is a crucial element for both employees and organisations. Job satisfaction is the extent to which an employee expresses contentment with their

organisation ([Liu, Aungsuroch, & Yunibhand, 2016](#)). Job satisfaction refers to an individual's level of positive or negative feelings towards their job. Satisfied employees may choose to work beyond regular working hours in order to accomplish personal or organisational objectives.

[Marques-Quinteiro et al. \(2019\)](#) found that job satisfaction is positively associated with employee loyalty and tenure. Even in periods of turmoil or change, employees are less likely to resign from the organisation. Higher employee satisfaction is positively associated with increased motivation and engagement, leading to a greater propensity for increased productivity and overall organisational success. Furthermore, satisfied employees are more likely to be engaged and committed, resulting in enhanced productivity and performance.

Unsatisfied workers are more likely to actively seek alternative employment, potentially leading to their resignation from the company. Employees who are less committed to the organisation's goals and objectives may exhibit lower morale ([Irabor & Okolie, 2019](#)). Worker discontent is associated with negative perceptions of their jobs, leading to decreased productivity, efficiency, and ambition. Job satisfaction plays a crucial role in employee retention and is essential for understanding the causes of attrition in companies undergoing transitions.

Employee retention can be negatively affected by dissatisfaction with work duties, relationships with coworkers, management practices, and the physical work environment ([Al-Suraihi, Samikon, & Ibrahim, 2021](#)). Therefore, it is imperative to assess employee job satisfaction during organisational transitions. [Abdali, Wajidi, and Wajidi \(2020\)](#) found a significant relationship between job satisfaction and attrition rate. On the basis of above discussion, we hypothesize that.

**H1:** Job satisfaction has significant effect on the attrition of employees.

### **i. Job Stress and employee attrition**

Various job-related factors contribute to employee stress. In literature, job stress is defined as the detrimental emotional and physical response that occurs when an individual's abilities do not align with the demands of their job ([Hoboubi et al., 2017](#)). Stressed employees have trouble maintaining focus on their job tasks. Consequently, it adversely affects both individual and organisational performance. Job stress can lead to various negative consequences.

Job stress can be a significant factor in employee turnover during periods of organisational transition.

Unfavourable conditions such as a demanding workload, insufficient assistance, and an inadequate work-life balance can result in fatigue and disengagement from work ([Van Steenbergen et al., 2018](#)). Staff employees may be inclined to resign from

the organisation if they experience work-related stress that leads to chronic health conditions and hampers their job performance. [Agarwal \(2015\)](#) found a significant relationship between stress and attrition rates in IT industries.

**H2:** There is significant effect of job stress on employee attrition.

## **ii.Promotional Opportunities and employee attrition**

Employees are motivated to work in organisations for various reasons. One significant factor is the presence of monetary rewards. Promotional opportunities are a significant factor influencing an employee's decision to remain with an organisation for an extended period. Previous research has provided a definition of promotional opportunities as the chance for an employee to advance within an organisation ([Frenkel & Bednall, 2016](#)). Promotion facilitates an employee's advancement within a company, enabling them to secure a higher position.

Promotion opportunities within a company pertain to an employee's potential for career advancement. Employees perceiving limited opportunities for promotion within their organisation may perceive their career growth as constrained and their contributions as undervalued ([Nikolova, Caniels, & Sverke, 2023](#)). Possible outcomes of experiencing frustration and disinterest at work include an elevated likelihood of employee attrition.

Employees with limited perceived opportunities for advancement within the organisation are more likely to resign during periods of change. Possible causes for this issue include ambiguous career paths, insufficient training or advancement prospects, and a corporate culture that does not prioritise internal promotions ([Nikolova et al., 2023](#)). Moreover, research has shown that internal promotions can enhance organisational efficiency, employee retention, and morale. Providing increased promotion opportunities within an organisation may lead to higher turnover rates and the potential loss of internal promotion benefits. [Singh and Singh \(2019\)](#) discovered a positive and significant relationship between job insecurity and employee attrition in their study. Based on above discussion, we may hypothesise that

**H3:** Promotional opportunities have significant impact on employee attrition.

## **iii.Employment Security and employee attrition**

Employment security, also referred to as job security, has been commonly labelled as such in various literature studies. An employee perceives job security when their position is stable and not at risk of being eliminated. Job security refers to the guarantee that an employee will remain in their current position for the foreseeable future. Job security fosters a sense of security among employees ([Anand et al., 2023](#)). Employment security is the term used to describe the perception of stability and

continuity in one's job within an organisation. Perceived job security heavily influences an employee's decision to stay or leave a company. During periods of internal organisational changes, employees at the corporation may experience feelings of unease and job insecurity (Romzek, 2018). Employees may start looking for other job opportunities and potentially leave the organisation because of this uncertainty.

Organisational changes can elicit job insecurity among employees. Workers may experience job insecurity if the company undergoes downsizing, leading to potential unemployment. Employees may have concerns about the potential redundancy of their responsibilities in the event of a shift in the business's emphasis or leadership. Phobias can induce stress and job dissatisfaction, ultimately resulting in employee attrition. Singh and Singh (2019) discovered a positive and significant relationship between job insecurity and employee attrition in their study.

Thus, we hypothesised that:

**H4:** Job security has significant effect on attrition of employees.

#### **iv. Reward and Compensation, and employee attrition**

Generally, Compensation and rewards hold significant importance within the realm of both employees and organisations. According to Raymond (2021), organizations provide employees with financial incentives such as commissions, bonuses, and salaries as recognition for their task performance. Rewards can be categorised as either non-financial or financial. Both of these factors play a significant role in employee motivation (Nabukeera, Bwengye, & Buwembo, 2019). During periods of organisational turmoil, employee retention is greatly impacted by rewards and compensation. Employee retention rates are positively influenced by perceptions of fair compensation and recognition for their contributions (Pestotnik & Süß, 2023). Conversely, employees who perceive their compensation and recognition as inadequate are more likely to resign from the organisation.

However, providing employees with competitive and attractive compensation packages is crucial for the success of the business. The business operates in a fiercely competitive industry and faces the risk of losing employees to competitors offering more substantial incentives. In order to remain competitive in the labour market, it is imperative for the firm to ensure that its remuneration packages are in line with industry standards (Pestotnik & Süß, 2023). In addition to competitive salary packages, businesses should provide additional recognition and incentives to employees. This category may include bonuses, advancements, and other forms of commendation for exceptional performance. These incentives serve as motivators for employees to maintain their high performance and foster long-term commitment to the organisation (Ali & Anwar, 2021).

Whereas, attrition requires resources for recruiting and training new employees to ensure consistency and efficiency (Jain, Jain, & Pamula, 2020). Attrition has a detrimental impact on revenue due to the loss of client connections and goodwill (Pillai & Sivathanu, 2022). Staff turnover refers to the rate at which employees leave an organisation and are replaced by new hires. High levels of unresolved consumer complaints can lead to a negative reputation. Currently, there is a growing emphasis among company leaders on the importance of staff retention. Many businesses are adopting strategies to reduce employee turnover and the associated costs and missed opportunities. Many individuals are still grappling with the reduction of attrition due to ongoing efforts to identify its source and develop effective solutions. Also, Muthuswamy (2023) discovered that reward and compensation are important factors in human resource management that effectively reduce attrition rates in organisations.

**H5:** Reward and compensation have significant relationship with employee attrition.

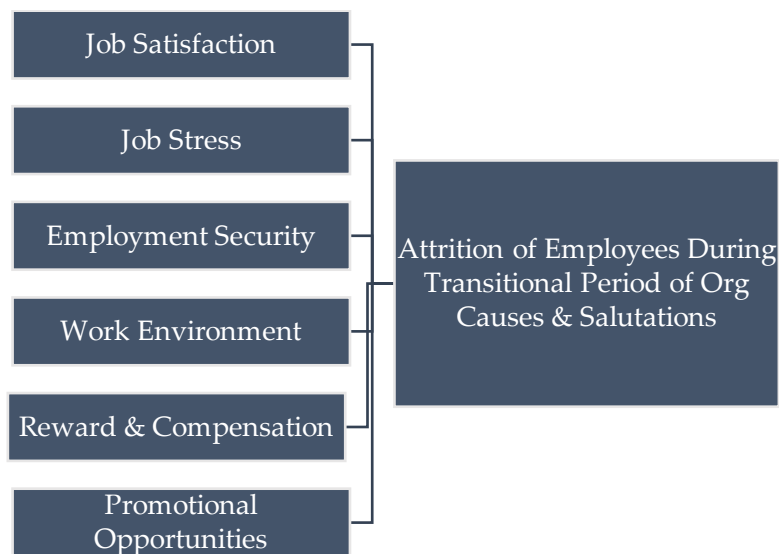
#### **v. Work Environment and employee attrition**

Previous research has defined the work environment as the physical and social context in which an individual carries out their work duties. The work environment of an organisation has a notable impact on the health, productivity, and collaboration of its employees. Various factors can affect employees' daily activities, influencing their work environment (Zhu et al., 2020). The work environment encompasses the physical, social, and psychological factors that can influence employees' behaviour and attitudes. A negative work environment can have a detrimental effect, but it can also enhance employee satisfaction and reduce turnover risk (Arnoux-Nicolas et al., 2016). The work environment within a firm encompasses factors such as the physical conditions of the workplace, the quality of coworker relationships, the level of managerial support, and the overall organisational culture.

Similarly, research suggests that a positive work environment can have a significant impact on employee retention. Research indicates that a positive work environment can enhance employee satisfaction and commitment to the organisation, thereby reducing turnover intentions (Zafar, Karim, & Abbas, 2017). A toxic workplace, characterised by strained employee relationships, a lack of managerial support, and a climate of distrust and hostility, can negatively impact job satisfaction and increase intentions to leave (Borg & Scott-Young, 2022). Devi and Lakshmi (2016) found a direct relationship between the work environment and employee attrition.

**H6:** Work environments have significant impact on employee attrition.

## Research Framework



**Figure 1.1:** Research Framework

## Research Methodology

This study utilises a diverse survey design approach and incorporates quantitative data collection methods. The survey employed questionnaires to collect data, which will be evaluated quantitatively due to their suitability for covering a large area and gathering extensive information. The survey study design aimed to collect data for analysis, extraction, and comparison. The data from the firm was collected and analysed within a specified period.

This study employed a systematic questionnaire to collect data on employees. The questionnaire will consist of closed-ended items designed to collect quantitative data. Pilot testing was conducted to assess the reliability and validity of the questionnaire prior to data collection. The pilot testing results were assessed using Cronbach Alpha and are displayed in the table below.

### Reliability coefficients for the research measures produced in this study.

Variable	No. of item	Cronbach's Alpha
Job Satisfaction	5	0.87
Job Stress	4	0.81
Promotional Opportunities	6	0.92
Employment Security	5	0.85
Reward & Compensation	3	0.78
Work Environment	7	0.89

### Cronbach's Alpha Reliability Test

The table indicates that each variable has a Cronbach's alpha statistic greater than 0.70, which is considered acceptable in research studies. This suggests that the variables demonstrate satisfactory internal consistency and that the items within

each variable effectively assess the same underlying construct. The methodologies used in this analysis are reliable and consistent.

This paper presents the utilisation of factor analysis and multiple regression analysis as quantitative methods for analysing the sample framework of the study. In this study, the researcher collected pertinent quantitative data for analysis by administering questionnaires. The researcher distributed the case-specific questions to 151 respondents. Therefore, the use of random stratified sampling ensured the accuracy of the result set by eliminating bias and duplicate answers. The study focused on employed workers in Saudi Arabian companies, both full-time and part-time, within the corporate market. The participants in the theoretical framework of this study will consist of the population.

The sampling frame for this study will be used to select a sample of full-time employees in Saudi Arabian enterprises for analysis. This study focuses on full-time employees in Saudi Arabian enterprises as the target group. The researcher employed a random sampling technique to collect data from employees across multiple organisations in Saudi Arabia. Factor analysis identifies the underlying factors or dimensions that explain the relationships among a group of variables. Factor analysis can be employed to assess the relationship between six variables (job happiness, job stress, promotional opportunities, employment security, reward and remuneration, and work environment) and a reduced number of underlying factors in this context.

The researchers used multiple regression analysis to investigate the associations between a dependent variable and several independent variables. This study employed multiple regression analysis to examine the relationship between six variables (job satisfaction, job stress, promotional opportunities, employment security, reward and compensation, and work environment) and employee attrition during a period of organisational change.

The investigation was conducted in accordance with ethical standards and regulations to mitigate potential human rights issues that could impact the project's outcome.

## Results

### Descriptive Analysis

**Table 1.2:** Descriptive Statistics Data

Descriptive Statistics						
	N	Range	Minimum	Maximum	Mean	Std. Deviation
Gender	151	1	1	2	1.13	.33
Age	151	3	1	4	2.07	.86
Marital Status	151	2	1	3	1.69	.54
Year of Experience	151	5	1	6	3.50	1.50
Education Level	151	3	1	4	3.65	.76
Level	151	2	1	3	1.71	.84
Valid N (listwise)	151					

The table presents an analysis of the correlation between the independent and dependent variables. This study provides evidence of a substantial correlation between the independent and dependent variables. The data is suitable for further analysis.

**Table:** Correlation and descriptive statistics

	Mean	SD	1	2	3	4	5	6	7
<b>Jst</b>	2.13	1.19	<b>1</b>						
<b>Jtr</b>	3.25	1.34	0.16**	<b>1</b>					
<b>Po</b>	3.17	1.67	0.21**	0.24**	<b>1</b>				
<b>Es</b>	3.50	1.22	0.29**	0.34**	0.12**	<b>1</b>			
<b>We</b>	3.11	1.43	0.25**	0.18**	0.29**	0.24**	<b>1</b>		
<b>R&amp;C</b>	3.20	1.41	0.18**	0.20**	0.31**	0.20**	0.12**	<b>1</b>	
<b>Ae</b>	3.36	1.12	0.33**	0.26**	0.20**	0.19**	0.17**	<b>0.39**</b>	<b>1</b>

### Model Testing

Hypothesised model was tested using SPSS. The results are given below

Independent Variable	Dependent Variable	Standardized $\beta$	Sig	T value
Job satisfaction	Attrition of Employees	-0.23	0.001	12.23
Job Stress		0.41	0.000	7.18
Promotional Opportunities		-0.61	0.000	5.16
Employee security		-0.29	0.000	8.03
Reward & Compensation		-0.51	0.002	7.64
Work Environment		-0.32	0.000	10.01

### Results Discussion

From the above table we can see that employee job satisfaction will significantly negatively impact the Attrition of employees ( $\beta = -0.23$ ;  $P = 0.001$ ). Job stress positively significantly affects employee attrition ( $\beta = 0.41$ ;  $P = 0.000$ ). Promotional opportunities significantly negatively affect employee attrition ( $\beta = -0.61$ ;  $P = 0.000$ ). Employee security negatively significantly affects employee attrition ( $\beta = -0.29$ ;  $P = 0.000$ ). Reward and compensation significantly negatively affect the attrition of employees ( $\beta = -0.51$ ;  $P = 0.000$ ). Work environment negatively significantly affect the employee attrition ( $\beta = -0.32$ ;  $P = 0.002$ )

### Discussions

Organisations should prioritise employee retention factors. Employee turnover, whether voluntary or involuntary, significantly impacts an organization's long-term profitability. Hence, it is imperative to identify the factors that contribute to the

reduction of employee attrition. This study examines employee attrition in the context of organisational change, highlighting concerns related to job stress, employment security, and opportunities for advancement. These concerns persist despite employees reporting a high level of work satisfaction. The study's findings indicate that job satisfaction is a significant factor in mitigating the impact of job attrition. Employee satisfaction is influenced by various organisational factors. Implementing measures such as flexible working hours and fostering a culture that supports employee skill development can reduce employee turnover. They are inclined to remain with the specific organisation for an extended period of time. Alternatively, these results may be attributed to the organisation's management prioritising the well-being of their employees in both personal and professional aspects. Furthermore, the organization provides these employees with opportunities for professional development and knowledge sharing. Consequently, the organisation's long-term productivity improved. [Abdali et al. \(2020\)](#) conducted previous research that aligns with the findings of this study.

Furthermore, it is crucial to consider the significance of minimising job stress to retain employees. [Agarwal \(2015\)](#) has previously demonstrated through research that stress has a substantial impact on employee attrition. Stress among employees increases the likelihood of their departure from the organisation. Stress among employees hinders their ability to meet job requirements. This manner simultaneously affects personal and professional goals. According to the study participants, stress contributes to employee fatigue and burnout. The job performance may be adversely affected if the employee lacks freshness. Fatigue can lead to increased absenteeism among employees. When an individual is absent from their place of work. Higher absenteeism rates are associated with an increased likelihood of job failure. It adversely impacts employee satisfaction. Similarly, the organisational culture is adversely impacted when an employee experiences stress, as the performance of one employee is interconnected with the performance of others. The performance of one employee can have a negative impact on the performance of other employees. Increased stress levels among employees can lead to a heightened sense of job insecurity, potentially resulting in employee turnover or termination by the organisation.

Furthermore, the findings indicate that employee job security has a substantial impact on employee attrition. Job security refers to the condition in which an employee believes they will not be terminated or transferred from their current position for an extended period of time. This perception of stability discourages individuals from seeking alternative employment opportunities. The study participants believe that job insecurity has a negative impact on employee well-being. Employee well-being encompasses both physical and mental aspects. Lacking mental and physical fitness significantly hinders an employee's ability to effectively carry out assigned tasks and assignments. Failure to complete assigned tasks and meet expectations can adversely

affect employee retention. In addition, employees who lack job security often seek alternative opportunities that provide stable and enduring employment prospects. Job security is a crucial factor, as it affects employees' trust in an employer who cannot provide job assurance. Job insecurity can lead to increased competition and grouping within an organisation. Individuals may resort to both ethical and unethical means to preserve their employment. Job insecurity has a significant effect on job switching, both among individuals who volunteer and those who do not. [Singh and Singh \(2019\)](#) conducted a study.

The study's findings indicate that the work environment significantly predicts employee attrition ([Borg & Scott-Young, 2022](#)). The organisational culture is a significant factor for employees to consider when joining and working within a company. When employees perceive alignment between organisational values and themselves, they experience a sense of connection. A stronger bond can be fostered among employees within an organisation through the establishment of a conducive work environment. The organisational environment fosters employee collaboration, knowledge sharing, and skill development, ultimately enhancing overall organisational performance. The work environment plays a significant role in facilitating communication among employees within an organisation. In the absence of a supportive communication system, employees may choose to depart from the organisation. Additionally, the leadership within an organisation plays a crucial role in employee retention. Effective leadership involves fostering collaboration and motivation among employees, not only to enhance their individual performance but also to facilitate mutual support in achieving task objectives. The employee's work-life balance is influenced by the organisational environment. Insufficient time allocation for family obligations may hinder an employee's ability to concentrate on job-related responsibilities. Maintaining a balance between personal and professional life is crucial for achieving work-life balance. Individuals experiencing personal difficulties may consider changing organisations if their current workplace is contributing to these issues.

The study's findings indicate that promotional opportunities have a significant impact on employee attrition, consistent with previous research by [Singh and Singh \(2019\)](#). One reason why employees work in organisations is for their personal and professional development. Humans naturally desire to progress within an organisation. Exceptional performance at a particular level should afford an employee the opportunity to advance to a higher level and continue their exemplary performance. Providing employees with opportunities for growth can positively impact their perception of the organisation. The individual will also perceive it as a form of compensation for their excellent job performance. It could potentially enhance employee motivation. Motivated employees are less likely to seek alternative employment opportunities. Promotional opportunities are seen as a means for organisations to acknowledge and appreciate the skills and abilities of

their employees. The employees demonstrate a strong work ethic and exhibit a long-term commitment to the organisation.

The study's findings further substantiate the assertion that rewards, and compensation closely link to employee attrition. [Muthuswamy \(2023\)](#) reported similar findings in their previous study. One of the primary motivations for employees to work in an organisation is the financial factor. When an employee is dissatisfied with their financial compensation, they are more likely to seek employment elsewhere. Financial rewards influence employee performance, according to the study's respondents. Employees who are aware that they will be financially compensated for working additional hours are more likely to choose to work for longer periods of time to achieve both short-term and long-term organisational and personal objectives.

## Conclusions

In conclusion, effectively managing employee turnover during periods of transition requires a comprehensive approach that considers the unique needs and characteristics of each employee. Implementing these suggestions can enhance organisations' ability to reduce attrition, create a stable working environment, and foster employee happiness during transitional periods. The outcome will be an improved workplace environment characterised by increased happiness and success. Various factors such as job satisfaction, job stress, promotions, employment security, reward and remuneration, and the work environment influence employee attrition during times of transition. Younger and less experienced employees are more likely to leave their jobs due to lower job satisfaction, increased job stress, and reduced job security during organisational transformations.

Furthermore, it is imperative for businesses to allocate resources towards creating and maintaining a workplace environment that is both welcoming and inclusive. This is because such an environment has a substantial impact on employee satisfaction and the rate at which employees leave the organisation. Design compensation and incentive systems with flexibility, considering individual variations in experience and gender. It is imperative to ensure fairness and motivation for all employees. It is crucial to award promotions based on merit and potential rather than relying solely on years of experience, in order to ensure equal opportunities for career advancement for all employees.

## Recommendations

- i. Training and Support Programs: Employers should provide training and assistance programmes to support inexperienced and younger employees during periods of transition. The primary focus of these programmes should be on enhancing career development and promoting effective stress management.

- ii. Flexible Compensation and Reward Systems: Develop flexible compensation and incentive strategies that account for gender and experience-based discrepancies in order to promote equity and enhance employee motivation.
- iii. Promotion Diversity: Access to professional advancement should be provided to all employees through merit-based promotions that consider both their potential and performance, rather than solely relying on the number of years of experience.
- iv. Workplace Diversity and Inclusion: Promote a diverse and inclusive work environment that values employees of various age groups and marital statuses, thereby enhancing job satisfaction and reducing employee turnover.
- v. Regular Employee Feedback: Regularly collect and assess employee feedback to ascertain the effectiveness of implemented changes and make necessary adjustments to the organisational strategy.

## Justification

The current research is fundamental for several reasons. The main objective is to provide comprehensive information on the multifaceted factors contributing to employee turnover within organisations during periods of change. Consequently, organisations can devise and execute effective measures to tackle this problem and retain their skilled workforce. Companies can achieve growth, increased production, and enhanced profitability by retaining their valuable personnel, thereby preserving their competitive advantage.

This study aims to offer practical solutions to the problem of employee attrition during periods of organisational change. The remedies will be customised to meet the specific needs of the company and are based on empirical research. Firms can reduce employee turnover costs, enhance employee morale, and retain top talent by swiftly and cost-effectively implementing this approach.

The research project aims to contribute to the understanding of employee attrition in complex and dynamic sectors during organisational transformation. The complexity and dynamic nature of these sectors have resulted in a significant knowledge gap regarding employee turnover during periods of change. The study's findings will enhance our understanding of the topic and enable organisations across sectors to benefit from the insights of the firms under investigation.

Furthermore, this research will contribute to the existing understanding of employee turnover in the context of organisational transitions. Organisations can apply these strategies across various sectors and industries to develop effective plans for minimising employee turnover in times of change (Feeney et al., 2020). Consequently, improved organisational performance, enhanced employee well-being, and increased competitiveness will ensue.

This study is significant as it provides valuable insights into the complex factors contributing to employee attrition during organisational transformation. Additionally, it proposes effective strategies to mitigate the problem, thereby fostering the growth, efficiency, and financial success of the organisation. Moreover, this research will contribute to the existing literature on employee attrition in organisations undergoing transitional periods, enabling other businesses in various sectors and regions to derive valuable insights from the company's experiences.

## Limitation

At the outset of this investigation, it is imperative to recognise and confront the limitations that undermine the dependability and relevance of our findings. One potential drawback that may compromise the validity of our findings is the potential for bias in employees' replies. To combat this issue, we will employ a questionnaire to promote honesty and openness among staff members.

Addressing the time and data limitations of this research project poses additional challenges. The extensive scale of the project may pose challenges in terms of gathering and assessing the necessary data within the given timeframe. To address this issue, we will prioritise and evaluate the most significant topics and factors of interest. We will then present our findings and acknowledge any limitations that may have influenced our results.

The study focuses exclusively on Saudi Arabian firms. Consequently, its transferability to other countries is limited. Our research has the potential to provide valuable guidance and best practices to firms facing similar challenges. This study aims to provide a clear understanding of the causes and possible solutions for employee turnover during organisational transformation. It is crucial to acknowledge and consider the limitations that may impact the study's results and potential applications.

## Acknowledgment

This work was supported by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [Grant 5188]'.

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