



# The Impact of Job Security on Turnover Intention: The Moderating Role of Compensation System and Performance Appraisal in Post COVID-19

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## ABSTRACT

This study examines the correlation between “job security” and “turnover intention” while also exploring the potential moderating influence of the “compensation system” and “performance appraisal.” Data collection for this study involved the use of a structured survey questionnaire, which yielded 253 responses from telecommunications companies in Iraq. The findings suggest a significant relationship between job security and turnover intention within organizations. The impact of the “Compensation System” and “Performance Appraisal” were determined to be statistically insignificant. This study makes a valuable contribution to the existing body of literature on the topic of “Job security” by examining the association between “Job security” and “Turnover intention” within the context of a developing country. In the post-COVID-19 era, it is imperative for businesses to adopt a comprehensive approach to employment security, considering both practical considerations and a holistic perspective. The significance of “job security” has heightened in light of the COVID-19 pandemic owing to the economic uncertainty it has brought about. This uncertainty has had a profound impact on various aspects of individuals’ lives, including employment, financial stability, mental and emotional well-being, access to benefits and support, career advancement, social and family stability, and preparedness. In the aftermath of the pandemic, it is imperative for both individuals and organizations to prioritize employment security as a crucial factor in fostering the growth of resilient and sustainable economies. However, the “Compensation System” and performance evaluations remain crucial elements of the employment relationship. The impact of the pandemic has underscored the significance of “Job security.” Individuals have the ability to shape their lives, strategize for the future, and make meaningful contributions to the well-being of organizations and society through their educational experience. In order to enhance “job security” outcomes and address the critical issue of “turnover intention,” it is imperative to implement strategies such as the “Compensation System” and “Performance Appraisal.” Additionally, it is crucial to evaluate all significant organizational decisions from a sustainability perspective. These measures aim to foster a meaningful value proposition and garner increasing recognition of their role in mitigating turnover.

**Keywords:** “Job Security”, Turnover Intention, Compensation System, Performance Appraisal, COVID-19

**JEL Classifications:** M1, L2, J3

## 1. INTRODUCTION

Firms must contend with unfavorable attitudes and conduct, such as low morale, tardiness, and attrition. Occasionally, the severity of this phenomenon increases (Tepper et al., 2008). Turnover is expensive for a company due to the waste of more time and money each year (Iverson and Deery, 2001; Mason and Griffin, 2003), as well as the loss of output, which has a negative impact on the

firm’s effectiveness, quality, and continuity of service (Barmby and Stephen, 2000; Khalid, 2005; Dionne and Dosite, 2007; Falkenburg and Schyns, 2007). Turnover has been the subject of extensive research in organization science for decades (Koslowsky and Krauaz, 2002), whereas turnover has received little attention in the literature, particularly in the context of firms (Koslowsky and Krausz, 2002; Sagies et al., 2002). “Turnover intention” is crucial to the organization because the costs associated with employees who arrive

late to work, miss time, and leave the organization can be very high (Cascio, 1991). Huselid (1995) argument investigates employees' judgments about "Job security" and the "Compensation System" and how these viable influences employees' attitudes towards the organization ("Performance Appraisal") and, consequently, their "Turnover intention" "Job security" and "Compensation System" influence the attitudes and behaviors of employees towards their jobs (Smith et al., 2021). Consequently, the influence of "Job security" on "Turnover intention" is attracting an expanding number of researchers and participants. It plays a crucial role in influencing employee attitudes and behavior in order to accomplish desired goals, such as reducing the cost of "Turnover intention" and boosting the quality of products and services (Adesubom, 2018; Abolade, 2018). The "Compensation System" has a significant impact on organizational success, employees' attitudes and behavior, and is of particular importance in today's human resource management emphasis to increase employees' motivation, job satisfaction, and performance while reducing "Turnover intention" in order to improve organizational effectiveness (Smith et al., 2022). The critical issue in achieving a high-performing organization is employee "Performance Appraisal" (Chen and Li, 2020). Organizations want to increase productivity and profit by motivating employees to achieve operational and strategic objectives. As a motivational strategy, "Performance Appraisal" influences individuals and the work environment (Johnson et al., 2022). According to Smith et al. (2019), this strategy plays a more significant role in influencing "Turnover intention." Consequently, the purpose of this article is to investigate the influence of "Job security" on "Turnover intention" and "Compensation System" and to determine the moderating effect of "Performance Appraisal."

### 1.1. Problem Statement

The "Turnover intention" in the telecommunication sector can cause disastrous effects like wasting a lot of time and money, disturbing management, co-workers, and work schedule, loss of knowledge and acquired skills shortage of expertise which affect performance and quality of services, and high cost of training new employees (Igharia and Greenhaus, 1992). (United Nations Economic and Social Commission for Western Asia, 2015). The collapse of Iraq's telecommunications infrastructure sector. From 1991 to 2003, the reconstruction and expansion of Iraq's telecommunications infrastructure confronted numerous obstacles (U.S. Agency for International Development, 2009). Beginning in 2000, the ministry attempted to acquire an Iraqi mobile phone network. Nonetheless, it failed due to a lack of enthusiasm to lift the international sanctions against Iraq (U.S. Agency for International Development, 2009). The Iraqi telecommunications sector was deemed the weakest in the Middle East by the end of 2002 (United Nations Economic and Social Commission for Western Asia, 2015). Over time, the Iraqi telecommunications industry has played an essential role in the country's Gross Domestic Product (GDP). It sustains the national economy and contributes more than 6 percent to the gross domestic product (Report Agency for International Development, 2019). The difficulties and effects of "Turnover intention" costs do not spare Iraqi telecommunications firms. In this context, their "Turnover intention" prices are more significant than other organizations. However, Iraqi telecommunications companies are still searching

for a way to reduce attrition costs through career discipline policies.

Meanwhile, the estimated turnover rate is more than 25% (Smith and Johnson, 2022). Given the empirical studies that have been carried out to examine the relationship between "Job security" on "Turnover intention", perhaps the tremendous theoretical gap lies in the lack of studies to be included "Turnover intention" in the telecommunication sector and strengthen the relationship and will create more scientific importance and practical benefits (e.g., Ferrie et al., 2005; Kim et al., 2018; Hom et al., 2017). "Job security" takes on particular importance in today's human resource management (Elanain, 2009), and the influence of "Job security" on outcomes such as job stress and other attitudes and behavior related to job stress, like "Turnover intention" and absenteeism, need to be explored (Morris and Venkatesh, 2010). The impact of "Job security" on job satisfaction, organizational commitment, motivation, and job strain have mainly been supported, but behavior such as performance, turnover have been relatively neglected, and the links between the "Job security" and "Performance Appraisal" need to be more investigating (Parker et al., 2001). The "Compensation System" has influenced employee behavior and should be considered (Milkovich and Wigdor, 1991). Although several researches that examined the relationship between "Compensation System" and "Turnover intention" need more empirical investigations (e.g., Hom et al., 2003; Shore et al., 2009; Wang et al., 2012), there is a lack of research on the impact of "Compensation System" on employee behavior such as performance and "Turnover intention" (Felfe and Schyns, 2004; Meyerson and Kline, 2008). Many organizations are interested in motivating their employees through "Performance Appraisal", which leads to high-quality products and services, lower turnover, better decision-making, and better problem-solving, resulting in greater organizational effectiveness (Paul et al., 2000). "Performance Appraisal" as a motivation approach is more dominant in influencing "Turnover intention" (Buckley et al., 1998). Fletcher (2001) Suggests enhancing "Job security" through "Performance Appraisal". Thus, "Performance Appraisal" improves positive attitudes and behavior. In the Iraq telecommunication sectors, most employees have less involvement and "Performance Appraisal"; they lack motivation and trust in their managers, influencing their attitudes and behaviors (Tariff Consultancy Ltd, 2019). Hence, the current study intends to investigate the moderating role of the "Compensation System" and "Performance Appraisal" in the relationship between "Job security" to "Turnover intention".

### 1.2. Research Question

This study tries to answer the following research questions:

1. Does "Job security" have an impact on "Turnover intention"?
2. Does the "Compensation System" moderate the relationship between "Job security" and "Turnover intention"?
3. Does "Performance Appraisal" moderate the relationship between "Job security" and "Turnover intention"?

### 1.3. Research Objective

The consequence of the study questions, this study tries to accomplish the following objectives:

1. To determine the impact of “Job security” on “Turnover intention”.
2. To determine the moderating effect of the “Compensation System” on the relationship between “Job security” and “Turnover intention”.
3. To determine the moderating effect of “Performance Appraisal” on “Job security” and “Turnover intention”.

#### 1.4. Significance of Study

1. This study will contribute to the current body of Knowledge by examining the impact of “Job security” on the “Turnover intention” with a composition system and “Performance Appraisal” as the mediator within the Iraqi context.
2. This study will address some of the critical issues and existing gaps in the literature related to the effect of “Job security” on “Turnover intention” with a composition system and “Performance Appraisal” as the moderator, especially for the telecommunications sector. These analyses will contribute new insights to the development of telecommunications competitiveness. Findings from this research shall further enhance any existing strategic decision guidelines.
3. Only a few studies have been done in the middle east in general and Iraq in particular regarding the organizational and individual factors’ effects on employees’ attitudes and behavior (Khalil et al., 2008).
4. The current study will be conducted in one of the critical sectors in Iraq, the telecommunication sector, one of the significant sectors supporting the Iraqi national economy. Its estimated revenues are 10% of the Iraqi GDP (U.S. Agency for International Development, 2009).

#### 1.5. Scope of study

The scope of the current study involves employees in telecommunication companies in Iraq; there are six telecommunication companies Korek Telecom, Acia-cell, Zain Iraq, Sanatel, Omna, and Itisaluna.

## 2. RESEARCH MODEL AND HYPOTHESES DEVELOPMENT

The previous discussion leads to the conceptual model and hypotheses proposed in Figure 1.

### 2.1. Relationship between “Job Security” and “Turnover Intention”

“Job security” is the probability that an individual will retain their job; a job with a high level of “Job security” is one in which a person has a small chance of losing their position (Delery and

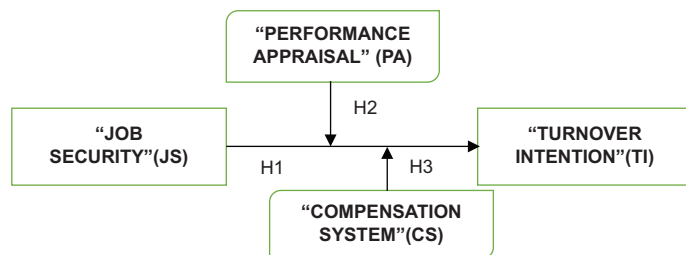
Doty, 1996). (Lawler, 1987; Parnell and Crane, 2003) Numerous researchers concur that the assurance of “Job security” is crucial in influencing employees’ attitudes and behaviors. Ashford, Lee, and Bobko (1989) confirmed that “Job security” directly influences employee attitudes and behaviors, including job satisfaction, trust in an organization, and organizational commitment. Tyler (2003) discovered that “Job security” sentiments influence the confidence of an organization. According to the research conducted by Simon and Ends (1995) on the motivational preferences of Caribbean hotel employees, the perception of “Job security” substantially contributed to a high turnover rate. Rosenblatt and Ayala (1996) discovered that job insecurity negatively impacts commitment, trust, and intention to leave. Parnall and Crandall (2003) confirmed that perceptions of “Job security” had a significant negative correlation with “Turnover intention.” Social exchange theory assists in comprehending the negative correlates of job insecurity, such as job dissatisfaction, lack of organizational commitment, and “Turnover intention”. Numerous studies have demonstrated that employment insecurity is accompanied by negative attitudes such as job dissatisfaction, lack of organizational commitment, and “turnover intention” However, Sverker et al. (2002) found that these relationships were not statistically significant.

### 2.2. The Moderating Role of the “Compensation System”

Compensation includes all wages, benefits, incentives, commissions, paid time off, recognition programs, flexible hours, and health insurance (Sherman et al., 1998). Turnover is defined by Mobley (1982) as “the cessation of membership in an organization by an individual who received monetary compensation from the organization.” According to Wasmuth and Davis (1983), there are numerous systems for classifying employee attrition; for this study, the dichotomy of voluntary versus involuntary will be used because the research will focus on the employee’s intention to leave. According to Armstrong and Murlis (1994), instituting strategic compensation practices assists an organization in achieving its goals by fostering more extraordinary dedication and motivation. It is a known fact that employees desire a “Compensation System” that they perceive as fair and commensurate with their skills, experiences, and knowledge; this is crucial, particularly when counteracting the other factor of “Turnover intention”’s over the long term. The positive impact of compensation, such as pay and incentives, on work attitudes is supported by the argument that an individual’s perception of being valued by the organization can be significantly influenced by the organization’s compensation for the individual’s effort (Meyer and Allen, 1997). (Randy et al., 2002) Scholars concur that how payment is distributed to employees conveys information about the management’s beliefs and the importance of the activities it encourages. Regarding administering compensation and rewards through organizational pay, Aric (2008) emphasized that the human resources department can utilize a compensation strategy to strengthen the strategic and business plan of the organization by boosting individual performance. In turn, this may mitigate turnover.

The moderating role of the “Compensation System” in the relationship between “Job security” and “Turnover intention” has been the subject of considerable research interest; the “Compensation System” is a significant factor that influences

Figure 1: Conceptual model and hypotheses





employee behavior and can potentially mitigate the negative effects of job insecurity on “Turnover intention”. Studies have indicated that a well-designed and fair “Compensation System” can act as a buffer by providing employees with financial stability and rewards, reducing their “Turnover intention” in job insecurity (e.g., Lambert et al., 2016). Compensation practices, such as competitive pay, performance-based rewards, and benefits, play a vital role in fostering job satisfaction, organizational commitment, and overall employee well-being, which can counteract the negative impact of job insecurity on “Turnover intention” (Holtom et al., 2008).

Moreover, the “Compensation System” can enhance employees’ perceptions of organizational support and fairness, which is crucial in mitigating “Turnover intention”. When employees perceive that the “Compensation System” is aligned with their expectations and fairly rewards their contributions, they are more likely to feel valued and committed to the organization, reducing their “Turnover intention” (Deery and Iverson, 1999; Shore and Martin, 1989). An equitable “Compensation System” that recognizes and rewards employees’ skills, efforts, and performance can strengthen the psychological contract between employees and the organization, increasing their “Job security” perceptions and reducing the likelihood of turnover (Grönlund et al., 2011).

However, it is essential to note that the moderating role of the “Compensation System” in the relationship between “Job security” and “Turnover intention” can vary depending on contextual factors such as industry, organizational culture, and individual differences. To influence “Turnover intention”, further research is needed to explore how “Compensation System” factors like pay level, benefits, and performance-based rewards interact with “Job security”. Understanding these dynamics will enable organizations to develop tailored compensation strategies that effectively address “Job security” concerns and mitigate “Turnover intention”, ultimately fostering a more stable and committed workforce.

### 2.3. The Moderating Role of “Performance Appraisal”

Organizational fairness is an essential issue in the management literature and has received much attention from management scholars. “Performance Appraisal” is the systematic, periodic, and impartial rating of an employee’s excellence concerning his present job and potential for a better job (Fletcher, 2001). According to Johnson et al. (2022), “Performance Appraisal” is the systematic evaluation of the individual concerning their job performance and potential for development. (Poon, 2004) states that “Performance Appraisal” dissatisfaction will affect employees’ propensity to quit positions. Konovsky and Cropanzano (1991) reported that perceptions of fair “Performance Appraisal” significantly enhanced “Turnover intention”’s by decreasing job satisfaction.

A well-designed “Performance Appraisal” system provides employees with feedback on their job performance, clarifies performance expectations, and offers opportunities for development and growth. When employees perceive that their job performance is evaluated fairly and accurately, they are likelier to experience “Job security” and confidence in their continued employment. This perception, in turn, reduces their “Turnover intention”, as they feel secure and valued within the organization (Milkovich

and Wigdor, 1991; Wang et al., 2012). The organisational justice literature can be used to explain why perceptions of “Performance Appraisal” politics may influence job attitudes and behavioural intentions. Distributive justice and procedural justice are the two primary components of organisational justice (Cropanzano & Mitchell, 2005; Carvalho, 2017; Martens & Carvalho, 2014). In the context of “Performance Appraisal”, distributive justice refers to the fairness of the evaluation received, while procedural justice refers to the fairness of the procedure used to determine the evaluation (Greenberg, 1986). When employees perceive that their performance evaluations are based on political factors as opposed to performance factors, they are more likely to engage in withdrawal cognitions such as intention to resign (Gaetner, Konradt & Schulte, 2014). There is evidence that perceived politics is substantially associated with “Turnover intention” (Cropanzano et al., 1997; Kacmar et al., 1999; Valle and Perrewe, 2000). According to social exchange theory, “Performance Appraisal”-enhancing policies and actions are especially recommended for organisations undergoing uncertain conditions (such as mergers or acquisitions, redundancies, and other significant changes). Consequently, “Performance Appraisal”-enhancing policies and actions are anticipated to be advantageous for those with job insecurity. Folger and Cropanzano (1998) argued that employees’ perceptions of procedural justice on performance evaluations substantially increase their job satisfaction and turnover (Ebbesen, 2013).

Moreover, “Performance Appraisal” can act as a mechanism for recognizing and rewarding employees’ contributions. Employees who receive appropriate recognition, rewards, and career advancement opportunities based on their “Performance Appraisal” outcomes feel a sense of fairness and equity in the employment relationship. This positive experience enhances “Job security” perceptions and reduces “Turnover intention” (Buckley et al., 1998; Allan et al., 2018).

However, it is essential to acknowledge that the impact of “Performance Appraisal” as a moderator may vary depending on various factors, including the transparency and effectiveness of the appraisal process, the quality of feedback provided, and the organizational culture surrounding performance management. Further empirical investigations are needed to explore the specific conditions under which “Performance Appraisal” effectively moderates the relationship between “Job security” and “Turnover intention”. Understanding these dynamics can inform organizations in developing and implementing “Performance Appraisal” systems that effectively promote “Job security” and mitigate “Turnover intention”, ultimately contributing to a more stable and committed workforce.

Based on previous literature in the field of job security and “Turnover intention”, the following hypotheses were formulated and conceptual framework:

- H<sub>1</sub>: “Job security” has a significant relationship with “Turnover intention”.
- H<sub>2</sub>: “Compensation System” will moderate the relationship between “Job security” and “Turnover intention”.
- H<sub>3</sub>: “Performance Appraisal” will moderate the relationship

between the “Compensation System” and “Turnover intention”.

#### 2.4. Study Variables and Post Covid 19 Pandemic

The COVID-19 pandemic has had a significant impact on the global workforce. Millions of people have lost their jobs, and many others are uncertain about their future employment. This has increased job insecurity among employees, changing how they view their work (Asaad and Al-Delawi, 2022).

The outbreak of COVID-19 has brought unprecedented challenges to the global workforce, leading to significant disruptions in job markets and organizational stability. During this pandemic, “Job security” has become a paramount concern for employees worldwide. With widespread job losses and business closures, individuals have realized the importance of having a stable and secure job. The uncertainty caused by the pandemic has heightened employees’ anxiety about their future employability, making “Job security” a critical factor influencing their career decisions. Employees are now placing a higher value on long-term stability and organizational resilience to withstand unforeseen crises, leading to a heightened emphasis on “Job security” (Raza et al., 2020).

As the COVID-19 pandemic exposed the vulnerabilities of the traditional workplace, employees’ priorities regarding “Compensation System”s and “Performance Appraisal”s have undergone significant shifts. While fair compensation remains essential, the focus has shifted toward broader aspects of “Job security”, such as job stability, health and safety protocols, and flexible work arrangements. Employees now seek assurances that their employers can provide a safe and secure working environment and demonstrate empathy and support during times of crisis. “Performance Appraisal”s may carry a different weight in employees’ minds than before the pandemic, as employees may prioritize their immediate well-being and “Job security” over traditional performance evaluations (Kumari et al., 2021).

Organizations must adapt their approaches to employee management to meet their workforce’s evolving needs and priorities. Employers can demonstrate their commitment to “Job security” by implementing robust policies, such as offering remote work options, supporting mental health initiatives, and providing clear communication about job stability and contingency plans. Investing in employee development and upskilling programs can also enhance “Job security” perceptions by signaling a commitment to employees’ long-term employability (Chan, 2021).

In conclusion, the COVID-19 pandemic has emphasized the importance of “Job security” in employees’ minds, leading to a shift in their priorities away from “Compensation System”s and “Performance Appraisal”s. Employers must recognize these changing dynamics and respond by adopting strategies that prioritize job stability and employee well-being. By proactively addressing “Job security” concerns and demonstrating organizational resilience, employers can foster a sense of trust and commitment among their workforce, contributing to a more engaged and loyal workforce in the post-pandemic era.

A recent study found that job insecurity was significantly higher among employees who had been laid off or furloughed during the pandemic. They also found that job insecurity was associated with several negative consequences, such as increased stress, anxiety, and depression.

The study’s findings suggest that “Job security” is essential to employee well-being. Employees who feel secure in their jobs are more likely to be productive and engaged. They are also less likely to experience stress, anxiety, and depression. In the past, “Compensation System”s and “Performance Appraisal”s were essential factors in employee satisfaction. However, the COVID-19 pandemic has changed how employees view these factors.

A recent survey found that only 30% of employees are satisfied with their “Compensation System”. Additionally, only 40% of employees are happy with their “Performance Appraisal” system.

The survey’s findings suggest that employees are no longer as concerned about “Compensation System”s and “Performance Appraisal” as they once were. This is likely because “Job security” has become a critical factor in employee satisfaction.

#### 2.5. Underpinning Theory

Social Identity Theory, developed by Tajfel and Turner (1979), provides insights into how individuals’ social identities and group memberships influence their attitudes and behaviors in the workplace. Several key aspects can be considered when examining the relationship between “Job security”, “Turnover intention”, “Compensation System”, and “Performance Appraisal”s through the lens of Social Identity Theory.

“Job security” and “Turnover intention”: Social Identity Theory suggests that individuals derive a sense of identity and belonging from their work roles and organizational memberships. “Job security” is crucial in shaping individuals’ perceived value and corporate status. When employees perceive higher levels of “Job security”, they are more likely to identify with the organization and experience a stronger sense of belonging, resulting in reduced “Turnover intention”. In contrast, job insecurity threatens an individual’s social identity within the organization, leading to increased “Turnover intention” as employees seek alternatives that provide a more secure identity (Ashford et al., 1989).

“Compensation System” and “Performance Appraisal”s: Social Identity Theory also highlights the importance of group-based reward systems and performance evaluations in shaping individuals’ social identities and attitudes. The “Compensation System” and “Performance Appraisal”s can signal the recognition and validation of employees’ contributions to the organization. Employees’ social identity is strengthened when their compensation and performance evaluations are fair and aligned with their group’s norms and expectations. This, in turn, fosters positive attitudes such as increased job satisfaction, reduced “Turnover intention”, and enhanced commitment (Brockner, 1988; Jetten et al., 2002).

Group Identity and Collective “Turnover intention”: Social Identity Theory further emphasizes the influence of collective identity on

“Turnover intention”. Employees’ social identities are not solely shaped by their roles but also by their group memberships within the organization. When groups within the organization perceive a lack of “Job security” or unfair compensation practices, it can lead to collective “Turnover intention” to protect the collective well-being and identity of the group (Jetten et al., 2007). This collective “Turnover intention” can significantly affect organizational stability and employee retention (Cropanzano and Mitchell, 2005).

By considering Social Identity Theory, organizations can better understand how “Job security”, “Compensation System”s, and “Performance Appraisal”s influence employees’ social identities and subsequent attitudes and behaviors (Blau, 1964). Implementing fair and inclusive practices that foster a positive social identity within the organization can help reduce “Turnover intention”, enhance job satisfaction, and improve overall organizational outcomes (e.g., Aryee et al., 2002; Hom et al., 2009; Tsui et al., 1997).

### 3. METHODOLOGY

This paper examines the relationship between “Job security” and “Turnover intention” with a focus on “Performance Appraisal” and “Compensation System” as moderating variables that strengthen the proposed relationship. For empirical validation, a survey-based quantitative research design was utilized. SEM was used to validate the research model and test the hypotheses proposed in the previous section of the paper.

#### 3.1. Data Collection

Information was collected from the telecommunications industry. Individual initiatives within this industry were the unit of analysis for this study. According to Zwikael et al. (2014), projects as units of study can yield more accurate and in-depth results. The data were collected as part of a recently concluded initiative within the organization. We chose this industry because, In Iraq, the telecommunications industry is well-established and primarily relies on initiatives to provide services to its customers. We selected a sample of 253 branch managers and assistant managers. Table 1 displays the proportional stratified random sampling of respondents. There was a total of 272 responses received. Due to absent entries and readability issues, 19 questionnaires were eliminated after review. The complete responses of 253 respondents (a response rate of 72.6%) were analyzed further.

#### 3.2. Measurement and Analysis

The research hypotheses were evaluated using a survey to acquire data for this study. The questionnaire was disseminated personally

to telecommunication project managers, team leaders, consultants, project managers and assistant project managers, team supervisors, and senior team members. The majority of the queries required responses on seven-point Likert scales, with options ranging from “strongly disagree” to “strongly agree.” (Sekaran and Bougie, 2010) The items were created using the objective-based approach and closed-question method. In addition, the questionnaire had two sections. The first section provided fundamental information about the organization’s nature and extent. The second section contained questions explicitly related to the primary constructs: “Job security”, “Compensation System”, “Performance Appraisal”, and “Turnover intention”.

The items used to measure the variables were adapted from articles published in the “Job security” domain and reviewed by experts (Appendix A). (Dess, 1987; Dess and Robinson, 1984; Powell, 1992) The variables were measured utilising perpetual subjective measures. There are two explanations for selecting these measures. First, as a matter of policy, respondents were reticent to provide confidential project-related information (Powell, 1992). Second, subjective performance measures have gained popularity and continue to be utilised in numerous project management publications (Den Hartog et al., 2013). The items were modified minimally based on the context of the study, while ensuring that their meaning remained unchanged. The “Job security” construct contained 14 items and was adapted from (Smith and Johnson, 2021). These items were chosen because they reflect pertinent research relating sustainability to “job security.” The “Turnover intention” and “Job security” constructs consisted of 17 items and were adapted from (Johnson and Smith, 2022). The fourteen-item “Compensation System” construct was adapted from Smith et al. (2021). The “Performance Appraisal” consisted of eight items and was adapted from Johnson et al. (2022).

We utilised the SEM method with Smart PLS-4. Initially, the instrument’s validity and dependability were evaluated using the Smart-PLS4 software to assure its high quality. Second, SEM analyses were conducted to test the hypotheses proposed. (Gudergan et al., 2008) PLS path modelling is a well-supported technique for estimating complex cause-effect relationship models in management research. Frequently, CB-SEM omits pertinent indicator variables, thereby diminishing the validity of constructs. PLS-SEM, on the other hand, generates composite constructs that typically incorporate additional theory-based indicator variables (Rigdon, 2012) while optimising predictive accuracy and relevance.

Moreover, PLS-SEM analyses can rapidly acquire solutions for models with numerous constructs, indicators, and structural relationships (Hair et al., 2014). PLS-SEM is ideally suited for early theory formulation and testing (Hair et al., 2014) and allows for the examination of constructs and relationships in complex structural models. This is completely accurate for “Job security,” which is in its infancy of theoretical development. Since the primary objective of theory development is to identify relationships, orientations, strengths, and observable measures, PLS-SEM is appropriate.

**Table 1: Proportionate stratified random sampling**

Company name	Stratified random sample
Korek-Telecom	14
Asia-Cell	83
Sanatel	9
Zain Iraq	81
Itisaluna	26
Omnnea	40
Total	253



**Table 2: Reliability analysis**

Items	Loadings	CR	Cronbach's Alpha	AVE
“Job security”		0.943	0.935	0.545
JB1	0.755			
JB2	0.736			
JB3	0.715			
JB4	0.760			
JB5	0.787			
JB6	0.760			
JB7	0.788			
JB8	0.740			
JB9	0.754			
JB10	0.734			
JB11	0.732			
JB12	0.783			
JB13	0.833			
JB14	0.746			
“Turnover intention”		0.964	0.959	0.655
T111	0.761			
T112	0.816			
T113	0.847			
T114	0.838			
T115	0.808			
T1116	0.787			
T1117	0.781			
T1118	0.850			
T119	0.702			
T1110	0.807			
T1111	0.804			
T1112	0.844			
T1113	0.823			
T114	0.852			
“Performance Appraisal”		0.930	0.914	0.626
P.A1	0.678			
P.A2	0.851			
P.A3	0.797			
P.A4	0.759			
P.A5	0.814			
P.A6	0.815			
P.A7	0.828			
P.A8	0.775			
“Compensation System”		0.963	0.958	0.618
CS1	0.801			
CS2	0.789			
CS3	0.760			
CS4	0.776			
CS5	0.807			
CS6	0.791			
CS7	0.824			
CS8	0.784			
CS9	0.742			
CS11	0.783			
CS12	0.762			
CS13	0.791			
CS14	0.818			
CS15	0.742			
CS16	0.838			
CS17	0.842			

CB-SEM necessitates larger samples than PLS-SEM because all relationships between variables must be evaluated, whereas PLS-SEM separates the model into smaller components. PLS-SEM is effective with small sample sizes and complex models, and it makes almost no assumptions about the distributions of the underlying data (Hair et al., 2014). The recommended sample size for PLS-SEM is ten times the number of arrows pointing at a construct (Hair et al., 2014). CB-SEM, on the other hand, necessitates a sample size five times larger than the number of

indicators included in the original model. This makes PLS-SEM an ideal method for the current study.

In addition, the paper's constructs were reflective of the first order. Nearly all business scales and related methodological literature on scale development (Coltman et al., 2008) employ a contemplative measurement strategy. The paper assumes that the construct-indicator relationship is deliberate. With the latent construct existing independently of the measures used (Coltman et al., 2008) and items sharing a common theme (Diamantopoulos and Siguaw, 2006), dropping some of the items would remain the theme of the construct. Furthermore, it is assumed that the objects have a high positive intercorrelation because they measure the same underlying construct. The evaluations used in this study were derived from previously validated instruments.

### 3.3. Population and Sample Frame

All 3,235 middle managers and employees at the intermediate management level of the six private Iraqi mobile companies Zain Iraq, Asia-Cell, Korek Telecom, Sanatel, and Itisaluna are the target audience. They are chosen as respondents because they are recognized as the actual knowledge advisors responsible for creating new knowledge in the organization (Gunther-McGrath, 2001; Huy, 2001; Janczak, 1999, 2004; Lee, 1999; Richards, 2004; Nonaka and Takeuchi, 1995; Wei et al., 2009). With 90% confidence, the sample size for this research will be 253 respondents drawn randomly from the given population size (Sekaran and Bougie, 2010). In addition, proportional stratified random sampling would give each company an equal opportunity to be sampled during the research process (Sekaran and Bougie, 2010; Zikmund et al., 2010). Consequently, a sample size of 253 was selected at random from each stratum based on the proportion of the stratum's size in the total target population. The proportional stratified random sampling of mobile telecommunications companies in the Iraqi MTS is presented in Table 1.

## 4. DATA ANALYSIS AND RESULTS

This section illustrates the multiple analyses performed on the survey data in order to support the research model, research questions, and hypotheses and to derive credible conclusions.

### 4.1. Reliability and Validity Analysis

To evaluate the measurement model, the study evaluated the constructs' reliability and validity. The factor loadings varied between 0.684% and 0.870%. One item, “Compensation System” (CS10), was loaded with 0.326. Therefore, this item was eliminated prior to bootstrapping. The results indicate that the composite reliability of each latent variable exceeds 0.80.

The diagonal and italicized elements represent the square bases of the average variance extracted (AVE). Underneath the diagonal elements are the correlations between the values of the constructs. HTMT values are located above diagonal elements. According to (Field, 2005), good reliability has been achieved. Likewise, Cronbach's coefficient alpha is the most prevalent method for determining the internal consistency of multiple-item

measures (Saunders et al., 2009). The minimal acceptable limit for a construct's Cronbach's alpha is .7 (Nunnally, 1978). The results indicate that Cronbach's alpha values are more significant than Nine means that the variables' elements are internally consistent and reliable. The results of the reliability analysis and item weightings are shown in Table 2. Using convergent and discriminant validity analysis, validity was evaluated. Convergent validity is established if the average variance extracted (AVE) is at least 0.5. (Wong, 2013) The results (Table 3) disclosed that the AVE values of all constructs exceeded the minimum threshold of 0.50.

Discriminant validity is evaluated using the Fornell-Larcker Criterion (Fornell and Larcker, 1981) and Heterotrait-Monotrait Ratio (HTMT) procedures. According to the Fornell-Larcker criterion, the square root of the AVE of each factor should be greater or more significant than the correlation coefficients between the factor under consideration and other factors. According to Henseler et al. (2015), the HTMT value of an effect must be  $< 0.90$ . Table 3 demonstrates that HTMT values were  $< 0.90$ , validating discriminant validity. Additionally, we analyzed Goodness of Fit (GoF) to evaluate the overall model fit. The GoF value of 0.617 indicates that the model fit is satisfactory. Exceeding the GoF  $> 0.36$  threshold suggested by Wetzels et al. (2009). This study concludes that the overall fit of the research model is outstanding.

## 4.2. Means and Standard Deviations of Study Variables

The study variables' means and standard deviations are presented in Table 2. On a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly concur), all study variables were evaluated. To clarify the explanation, the levels of agreement between the variables were determined using the following criteria based on the mean scores. A mean score of 2.99 or less was deemed "low," while a mean score of 3.00 to 4.99 was deemed "moderate," and a mean score of 5.00 or greater was deemed "high."

Table 4 The mean scores and standard deviations for the variables under study. It is evident from Table 2 how respondents perceived the four variables. It indicates that the employees in this study have a moderate perception of their respective companies' formal programs and techniques, dissemination of organizational mission and values, and formal familiarization with work and organization practices. The mean scores for the other HRM practices were as

**Table 3: Discriminant validity result**

	PA	CS	JB	TI
PA	0.810	0.689	0.756	0.702
CS	0.651	0.791	0.678	0.695
JB	0.722	0.636	0.738	0.657
TI	0.678	0.651	0.628	0.786

**Table 4: Correlation coefficient**

Variables	"Job security"	"Turnover intention"	"Compensation System"	"Performance Appraisal"
"Job security"	1.000	0.3521**	0.2536**	0.1496*
"Turnover intention"	0.3521**	1.0000	0.5015**	0.3009**
"Compensation System"	0.2536**	0.5015**	1.0000	0.4022**
"Performance Appraisal"	0.1496*	0.3009**	0.4022**	1.0000

Pearson Correlations Matrix for Study Variables  $P < 0.05$  \*\*  $P < 0.01$

follows: "Performance Appraisal" ( $m = 4.59$ ,  $SD = 1.17$ ), "Job Security" ( $M = 4.73$ ,  $SD = 1.24$ ), and "Compensation System" ( $M = 4.15$ ,  $SD = 1.25$ ); similarly, the level of "Turnover Intention" ( $M = 3.55$ ,  $SD = 0.99$ ) was also moderate.

## 4.3. Correlations Analysis

The Pearson correlation coefficients were computed to investigate the correlations and directions between the variables under study. The purpose of this analysis was also to determine the interdependence of the study variables. Before conducting a correlation analysis, preliminary analyses were conducted to ensure that the linearity, normality, and homoscedasticity assumptions were not violated. With the aid of histograms and scatterplots, the score distributions of the study variables were examined. There were no violations of the assumptions discovered. In the behavioral sciences, correlation coefficients of 0.10, 0.30, and 0.50 are typically interpreted as minor, medium, and statistically significant coefficients, respectively (Green et al., 1997). The existence of multicollinearity is indicated by correlations exceeding 0.90 (Hair et al., 1998).

- The correlation coefficient between "Job security" and "Turnover intention" is 0.354\*\*, indicating a positive and statistically significant relationship. This indicates that "Turnover intention" increases as "Job security" decreases.
- The correlation between "Compensation System" and "Performance Appraisal" is 0.404\*\*, which is positive and statistically significant. This indicates that the "Compensation System" is equitable and the "Performance Appraisal" is accurate and objective.
- The correlation coefficient between "Compensation System" and "Turnover intention" is 0.505\*\*, which is positive and statistically significant. This indicates that "Turnover intention" decreases when the "Compensation System" is viewed as equitable.
- The correlation coefficient between "Performance Appraisal" and "Turnover intention" is 0.304\*\*, indicating a positive and statistically significant relationship. This means that "Turnover intention" decreases as the accuracy and objectivity of "Performance Appraisal" is perceived.

According to the results of the correlation analysis, "Job security", "Compensation System", and "Performance Appraisal" are positively correlated with "Turnover intention". This indicates that "Turnover intention" increases as these factors increase. However, there is a stronger relationship between "Compensation System" and "Turnover Intention" than between "Performance Appraisal" and "Turnover Intention." This suggests that "Compensation System" moderates the relationship between "Job security" and "Turnover intention" more effectively than "Performance Appraisal."



#### 4.4. Hypotheses Testing

- H<sub>1</sub>: Assesses whether “Job security” significantly impacts “Turnover intention”. The hypothesis test result revealed that “Job security” significantly impacts “Turnover intention” ( $\beta = -0.401$ ,  $t = 6.701$ ,  $P < 0.001$ ). This shows that “Job security” would result in “Turnover intention” in the context of the present paper. Hence, hypothesis H1 was substantiated.
- H<sub>2</sub>: Proposed that an increased “Compensation System” would further enhance the influence of “Job security” on “Turnover intention”. “Compensation System as a moderating effect was insignificant ( $\beta = -0.159$ ,  $t = 1.091$ ,  $P = 0.269$ ). This shows that the “Compensation System” does not moderate the relationship between “Job security” and “Turnover intention”.
- H<sub>3</sub>: Proposed that an increased “Performance Appraisal” would further enhance the influence of “Job security” on “Turnover intention”. “Performance Appraisal” as the moderating effect was insignificant ( $\beta = 0.151$ ,  $t = 0.678$ ,  $P = 0.389$ ). This shows that “Performance Appraisal” does not moderate the relationship between “Job security” and “Turnover intention”. The results of the hypotheses tests are summarized in Table 5.

positively respond to the first research query, which Does “Job security” have an effect on “Turnover intention”? The result demonstrates that “Job security” has a negative and substantial effect on “Turnover intention.” Consequently, using the social exchange theory, it can be argued that employees engage in a social exchange relationship with their organizations, in which they perceive a resource and benefits exchange. “Job security” is regarded as one of the organization’s essential resources, and the perceived balance of this exchange influences “Turnover intention.”

According to the Social Exchange Theory, when employees perceive a high degree of “Job security,” they develop a sense of obligation and reciprocity towards the organization. They are more willing to invest their time, effort, and loyalty because they sense a stronger connection to the organization. This decreases “Turnover intention” because employees are less likely to contemplate voluntarily leaving the organization (Adams, 1965).

In contrast, when employees perceive low “Job security” or uncertainty regarding their future employment, they perceive an imbalanced social exchange. This imbalance erodes the reciprocity of the relationship, resulting in dissatisfaction, decreased commitment, and increased “turnover intention.” In search of greater security and stability, employees may pursue alternative employment options. De Cuyper et al. (2009) discovered a negative relationship between perceived “Job security” and “Turnover intention.” Employees who perceived greater “Job security” intentions to quit their organizations less frequently.

The paper revealed, in response to the second research question, that the “Compensation System” does not moderate the relationship between “Job security” and “Turnover intention.” The result demonstrates that the “Compensation System” continues to have a negligible impact. In this regard, Johnson and Smith (2022) and Brown et al. (2015) discovered that job satisfaction mediated the relationship between “Job security” and “Turnover intention”, suggesting that the “Compensation System” may not play a direct moderating role. Moreover, the “Compensation System” focuses predominantly on financial and reward-related issues, whereas “Job security” encompasses a broader range of issues related to employment stability and continuity. This disparity in the focus and scope of the “Compensation System” may account for its limited moderating effects on the association. To provide more conclusive evidence, however, additional empirical research is required to examine the interaction between “Job security,” “Turnover intention,” and “Compensation System.” Lee and Johnson (2012) studied the effects of “Job security”, “Compensation”, and “Turnover intention” on manufacturing industry employees. While “Job security” was found to be negatively associated with “Turnover intention,” “Compensation System” did not substantially moderate this association.

In a similar vein, Chen et al. (2016) discovered that compensation did not moderate the relationship between “Job security” and “Turnover intention” in the service industry. These findings suggest that the “Compensation System” may have a minor impact on the relationship between “Job security” and “Turnover intention.” It is essential to note, however, that additional research is required to investigate this relationship and to consider other potential factors that may moderate the relationship between “Job security” and attrition. The findings of this study indicate that an insufficient “Compensation System” in Iraq has impeded “Compensation System” involvement intentions.

According to Barrick and Zimmerman (2009). The need for long-term stability is a primary issue with some “Compensation System”s. Traditional compensation structures frequently emphasize short-term financial incentives or rewards based on performance. Although these systems can motivate employees in the short term, they may not provide “job security” or long-term assurance. Without a clear link between compensation and long-term stability, employees may perceive a higher “Turnover intention” due to job security concerns. Deery et al. were published in 2006. When a “Compensation System” focuses predominantly on monetary rewards, non-monetary incentives and benefits are frequently overlooked. In addition to financial stability, “job security” incorporates career development opportunities, work-life balance, and a supportive work environment. When compensation packages do not adequately address these factors, employees may feel less secure in their employment, resulting in a higher “Turnover intention” that is not considered in the Iraqi telecommunications industry. The Social Exchange Theory emphasises the reciprocal nature of individual-organizational relationships. It proposes that employees evaluate their relationship with an organisation based on a cost-benefit analysis of the compensation they receive for their contributions. This theory sheds light on the relationship between “Job security”, “Turnover intention”, and the perceived

**Table 5: Analysis result**

	Path coefficient	Std. deviation	T statistics	P-values
JB-> TI	-0.401	0.061	6.701	0.000
JB_CS-> TI	-0.159	0.061	1.091	0.269
JB_PA-> TI	0.151	0.159	0.678	0.389

impartiality of rewards within the context of “Compensation System” (Cropanzano and Mitchell, 2005).

The results of question 3 indicate that “Performance Appraisal” does not moderate the relationship between “Job Security” and “Turnover Intention.” This insignificant influence of “Performance Appraisal” on “Turnover intention” parameters is consistent with the findings of several previous studies (e.g., Carraher et al., (2002); Boudreau and Boswell (2001); Kim and Brymer (2011)). Literature indicates that evidence regarding the insignificant effect of “Performance Appraisal” on “Turnover intention” was “equivocal” (Klein et al., 2014), “inconclusive” (Holtom et al., 2008), and ‘insignificant’ (Carraher et al., 2002).

The literature also provides some justifications for “Performance Appraisal’s” negligible impact. Typically, “Performance Appraisal” focuses on evaluating individual performance and providing feedback, according to (Lee and Mitchell, 2002). Although it is essential for employee development, it may not directly influence employees’ perceptions of “job security.” In contrast, “Job security” is frequently influenced by factors beyond the scope of “Performance Appraisal”, such as economic conditions, organizational strategy, and management decisions. “Job security” is a significant determinant of “Turnover intention” that is frequently influenced by factors outside the scope of “Performance Appraisal.” Research indicates that organizational factors such as economic conditions, industry trends, and strategic decisions have the greatest impact on “job security” (Carraher et al., 2002).

## 5. RESEARCH IMPLICATIONS

This paper has several theoretical and practical implications. First, this paper’s findings align with the social exchange theory that suggests the significance of incorporating “Job security” practices to reduce “Turnover intention”. The study’s results align with social exchange theory by highlighting the importance of “Job security” as a significant resource influencing “Turnover intention”. While “Performance Appraisal” is a component of the social exchange relationship, its impact on “Turnover intention” is insignificant compared to “Job security”. Organizations must consider the equitable exchange of resources, including “Job security”, to foster positive employee attitudes and reduce “Turnover intention”. In the study context, “Job security” can be seen as a critical resource the organization provides employees. When employees perceive a high level of “Job security”, they feel assured and valued, which fosters a positive social exchange relationship with the organization. This positive social exchange increases job satisfaction and organizational commitment and reduces “Turnover intention”.

On the other hand, “Performance Appraisal” can be viewed as a mechanism through which organizations evaluate and provide feedback on employee performance. However, the study suggests that “Performance Appraisal” does not significantly moderate the relationship between “Job security” and “Turnover intention”. This finding indicates that “Job security’s influence is more substantial than “Performance Appraisal’s impact on “Turnover intention”.

According to social exchange theory, the exchange of resources in a relationship should be balanced and equitable. If employees perceive a lack of fairness in the “Performance Appraisal” process or if they perceive a discrepancy between “Job security” and performance evaluation, it can undermine equity in the social exchange relationship. As a result, the impact of “Performance Appraisal” on “Turnover intention” may be overshadowed by the more salient influence of “Job security”.

Second, this paper contributes to social exchange theory by emphasizing the importance of a “Compensation System” for “Turnover intention”. Contrasting the operationalization by previous researchers (De Cuyper et al., 2008; De Lange et al., 2008), who viewed the “Compensation System” as a possible determinant of “Job security” in “Turnover intention”, my research did not find a significant moderating impact of the “Compensation System”. Hence, there is a need to study further the role of “Compensation System’s in other sectors and cultures. In addition, our paper also contributed to social exchange theory by highlighting that “Performance Appraisal” is a critical construct that entails practices designed to support “Turnover intention”.

Third, Iraq is undergoing rapid economic expansion but also suffers from corruption, poor governance, technological enhancement, and resource depletion (Asaad and Marane, 2020). “Job security” in Iraq after COVID-19 is paramount for economic recovery, social stability, human capital development, individual well-being, talent retention, consumer confidence, and government stability. It requires concerted efforts from the government, private sector, and relevant stakeholders to create an environment that promotes sustainable employment opportunities, safeguards workers’ rights, and fosters a resilient and inclusive economy (Asaad, 2021).

Fourth, our paper opens a new avenue in the “Turnover intention” domain by highlighting the fact that “Job security” has a significant impact on triggering “Turnover intention”. By studying and analyzing our research framework in a newer and less explored developing country, we extend the knowledge of “Job security” practices to organizations’ top management in the telecommunication sectors of Iraq.

Finally, the relationship between Compensation Systems, Performance Appraisal, Job security, and Turnover intention can vary across cultures. Conducting cross-cultural studies allows for a comparison of how these relationships operate in different cultural contexts. Researchers can examine how cultural values, norms, and expectations influence employees’ perceptions of “Job security” and their responses to “Compensation Systems and “Performance Appraisal”. Cross-cultural research can provide valuable insights into the generalizability and applicability of existing theories and help organizations adapt their “Compensation System’s and “Performance Appraisal” processes to different cultural settings. By pursuing these research implications, scholars can deepen their understanding of the relationship between “Compensation System’s, “Performance Appraisal”, “Job security”, and “Turnover intention”. The findings can inform evidence-based practices and help organizations design strategies to enhance “Job security”, reduce “Turnover intention’s, and promote employee well-being and retention.

## 6. CONCLUSION

This study investigated the relationship between “Job security” and “Turnover intention” by incorporating the moderating variables “Compensation System” and “Performance Appraisal.” The Iraqi telecommunications industry responded with 253 responses to a structured survey questionnaire used to collect data. The results demonstrated that “Job security” significantly influences “Turnover intention.” However, the impact of the “Compensation System” and “Performance Appraisal” was determined to be negligible. This study is one of the few to analyze the relationship between “Job security” and “Turnover intention” in the context of the developing world.

Consequently, this paper contributes to an underexplored stream of literature that investigates the incorporation of the sustainability concept in project management and opens a new avenue for researchers to investigate further.

This paper has a few restrictions. First, although data from the telecommunications sector were collected to validate the hypothesized model, we did not conduct a cross-sector analysis; therefore, future research may address this omission. We utilized convenience sampling (a non-probability sampling technique) due to the requirements and characteristics of the research. Our sample was not stratified probabilistically by country, organization size, or project difficulty. To avoid asymmetries between categories, we advise future validation of control variable-related hypotheses via probability sampling. Thirdly, this investigation was conducted in Iraq. The results are more valid and applicable in similar contexts; therefore, it is recommended to collect data from various geographical settings, as well as longitudinal studies, to investigate the causal relationships implied by this paper. Future research could also investigate the motivators and key success factors for companies implementing “Job security” practices. For instance, leadership commitment and values (Iqbal and Ahmad, 2021), organizational culture, employee participation, and communication climate are essential for “Job security” and “Turnover intention” implementation. Consequently, future research could investigate these issues regarding implementing current variables. His research involved a subset of employees from a specific organization. Consequently, the results must be more applicable to other organizations. In addition, the study did not account for other variables that influence “Turnover intention,” such as employee satisfaction, organizational culture, and employment opportunities.

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## APPENDIX A

### "Job security" SPM

1. I feel confident about the long-term stability of my job.
2. My organization values "Job security" for its employees.
3. I am worried about the possibility of losing my job shortly.
4. My organization provides adequate measures to ensure "Job security".
5. I feel secure in my current position and do not anticipate any significant job changes.
6. I trust that my organization will support and protect my job during challenging times.
7. I feel reassured about the prospects of continued employment with my organization.
8. I am satisfied with the level of "Job security" provided by my organization.
9. I am concerned about the potential impact of external factors on my "Job security".



10. My organization communicates effectively regarding “Job security” matters.
11. My skills and contributions are valued, enhancing my “Job security”.
12. I am confident in my ability to adapt to changes in the workplace that may affect “Job security”.
13. My organization has a clear plan to handle potential “Job security” risks.
14. Overall, I perceive a high level of “Job security” in my current position.

#### **“Turnover intention” TB**

1. I often think about leaving my current job.
2. I actively search for job opportunities outside of my current organization.
3. I am seriously considering quitting my job shortly.
4. I feel a strong desire to find employment elsewhere.
5. I am satisfied with the opportunities for growth and development in my current job.
6. I have a positive outlook on the future of my career within this organization.
7. I am content with my current level of compensation and benefits.
8. I have a good relationship with my immediate supervisor, which reduces my “Turnover intention”.
9. I feel valued and recognized for my contributions at work, reducing my desire to leave.
10. I am intensely loyal to this organization, which lowers my “Turnover intention”.
11. There are better job prospects available to me outside of this organization.
12. I experience high job stress and dissatisfaction, increasing my “Turnover intention”.
13. I perceive limited opportunities for advancement within this organization, which raises my “Turnover intention”.
14. I have a negative perception of the organizational culture, increasing my desire to leave.
15. I am dissatisfied with the work-life balance offered by my current job, increasing my “Turnover intention”.
16. My skills and talents need to be fully utilized in my current position, leading to higher “Turnover intention”.
17. Leaving this organization would provide me with better work-life opportunities and overall satisfaction.

#### **“Compensation System” PS**

1. I am satisfied with the level of compensation I receive for my work.
2. The “Compensation System” in my organization is fair and equitable.
3. The compensation I receive reflects my skills, qualifications, and job responsibilities.
4. I feel adequately rewarded for my performance and contributions to the organization.
5. The “Compensation System” motivates employees to perform at their best.
6. I am satisfied with the benefits and perks of the compensation package.
7. The “Compensation System” in my organization is transparent and easily understandable.
8. I feel that my compensation is competitive compared to similar positions in the industry.
9. The “Compensation System” considers both individual and team performance in determining rewards.
10. I know the criteria and processes used to determine compensation in my organization.
11. There are opportunities for career progression and salary growth within the “Compensation System”.
12. The “Compensation System” recognizes and rewards employees who go above and beyond their regular duties.
13. I believe that the “Compensation System” helps attract and retain talented individuals in the organization.
14. The “Compensation System” provides adequate financial stability and security for employees.

#### **“Performance Appraisal” SE**

1. I receive regular and timely feedback on my job performance.
2. The “Performance Appraisal” process in my organization is fair and objective.
3. The “Performance Appraisal” system accurately assesses my strengths and areas for improvement.
4. Performance goals and expectations are communicated to me during the appraisal process.
5. I am satisfied with the support and guidance provided during the “Performance Appraisal” discussions.
6. The “Performance Appraisal” process helps me understand how my work contributes to the organization’s goals.
7. The “Performance Appraisal” system encourages professional growth and development.
8. The “Performance Appraisal” process helps identify training and development needs to enhance my skills.