



Using SPSS Data Analysis in the Study of Employee Turnover:

A Binary Logistics Regression Analysis Using SPSS.

By

Diane Phillips

2308353

Submission for module: LCDB7011

Supervisor: Dr Badir Miftah

Lecturer Institute of Management and Health

Chapter	Page
0.0 Abstract	3
1.0 Introduction	3
1.1 Missing Data	6
1.2 Completing This Task	6
1.3 Looking for Answers	6
2.0 Literature Review	6
2.1 Job Satisfaction	7
2.2 Compensation and Benefits	8
2.3 Organisational Commitment	9
2.4 Work-Life-Balance	9
2.5 Career development	10
2.6 Leadership Style.	11
2.7 The key Variables	12
2.8 Adversities to Using a Quantitative Methodology.	12
2.9 Concluding the Literature Review	13
3.0 Reflecting on a Quantitative Methodology with a Positivist Philosophy	14
3.1 The key assumptions	14
4.0 Data Analysis	15
Figure 01. Setting The Parameters For SPSS	16
Figure 02. The Completed Data to be Analysed	16
Figure 03. Dependant Variables	17
Figure 04. Frequency Table with Test outcomes for Leadership and Job Satisfaction.	17
Figure 05. Frequency Tables	18
Figure 06. The Crosstabulations and Chi-square Test for Job Satisfaction	19
Figure 07. Simple Bar Chart showing the results of Job Satisfaction	19
Figure 08. Two Way Test Using ANOVA.	19
Figure 09. Kurtosis and Skewness Test on the Data.	20
Figure 10. Levens Frequency test.	20
5.0 Findings and Outcome	21
Figure 11. Correlations	22
Figure 12. Variables Not in Equation Report	23
Figure 13. Model Summary	23
Figure 14. The Hosmer and Lemeshow Test	23
6.0 Conclusion - Benefits to My Research	24
Reference List	27
Table of Figures	49
Appendix	50
SPSS Research Report in Full	50

Abstract

The purpose of this work is to test and examine the suitability of SPSS (IBM Corp., 2022) as a quantitative research tool in my research into employee turnover intention in the Welsh manufacturing industry.

It is my intention for this assignment to use a quantitative methodology in my analysis and will be using SPSS (IBM Corp., 2022) for the Quantitative allocation of this task. However, when writing my thesis, I subsequently will be using a mixed method methodology. This paper will look at the benefits to organisational employee turnover using SPSS Amos (IBM Corp., 2022). The enquiry will attempt to underpin the alleged benefits of using SPSS (IBM Corp., 2022) as a tool to examine and access outcomes of employee turnover in the manufacturing industry in Wales.

It is suggested by Kundi et al. (2021), Muijs (2022, pp.1–219) and other authors that SPSS (IBM Corp., 2022) can produce a sub-structure to identify which groups of employees are considered more susceptible to leave an organisation and that it can assist in correlating patterns or trends in behaviours of the employee which can be seen as eventual triggers to the employee exiting the organisation (Kabungaidze, Mahlatshana and Ngirande, 2013; Kundi et al., 2021; Muijs, 2022, pp.1–219).

As a practitioner with many years of experience in the field of employee turnover it seems practical to consider all factors and examine the suitability of SPSS (IBM Corp., 2022) by using the organisational leavers report and absences reports and others as the specific test analysis. The key variables that form the basis for this study are job satisfaction, work life balance, compensation and benefits, leadership style, career development and organisational commitment. The simple consequences for this research are immeasurable to Accademia as no research has been determined in Welsh manufacturing voluntary employee turnover so there is no benchmark. To business as a whole, it could help to support and simplify the processes that organisations use to combat the issue by in directly supporting the buoyancy of the Welsh economy by allowing employers to fill vacancies and therefore filling orders.

1.0 Introduction

Employee turnover is an expensive, time consuming and often frustrating paradigm that effects business across all organisations and industries national and internationally, whether they are long established or new to the scene. Employee turnover fluctuates depending on the organisational type and industry, however

literature suggest it is around “fifty percent to four times and employee’s annual salary” (Carter, 2018; Snyder and Bottorff, 2023). According to Careers Wales (2025) the actual number starts at twenty-two thousand a year (Careers Wales, 2025). When considering that it is suggested that ten to fifteen percent employee turnover is considered acceptable it is unsurprising that organisations with a much higher than average turnover suffer bleak prospects (Carter, 2018; Cumbers, 2020, pp.1–105; Saridakis and Cooper, 2017, pp.1–347; Snyder and Bottorff, 2023). Independent research by the CIPD concludes that the average employee turnover in the UK was 34% in 2024 (Cockett, 2024).

Surprisingly Welsh data is available only for some individual Welsh regions for the period of 2023 to 2024 so that the benchmark or comparison data cannot be examined because of the inequality of the economic, geographic and population saturation to be able to draw a determinant conclusion for a correlation (Gov.Wales.org, 2024; Richardson, 2023).

When examining other complications that are symbiotic to premium employee turnover it would seem remiss of the Welsh government to not at least have some initial understanding of each effected industry and region as the impact on Welsh business can be seen as a predominant assembly topic for the growth of the economy in Wales (Gov.Wales.org, 2025).

Organisations with high employee turnover endure other supplementary physical financial costs such as recruitment of new employees which research depicts as being around £6000 per person in the UK (Tapp, 2024), however in Wales it is estimated at around £3000 per hire (Parsons, 2024). There are other financial costs associated with the hire and retention of the employee such as training which costs the organisation an average of £1530 for one employee per annum (Hardcastle, 2021; Kosteas, 2024) and these figures are without the investment in employee financial incentive schemes like pensions. Organisations invest around 3 to 5% of the employee’s salary, although this can be seen as a tax saving exercise for the organisation it is a scheme that many workers appreciate (Conner, 2025; Loretto, White and Duncan, 2000; Philip, 2017 pp.6).

These high employee turnover organisations also sustain what contributors like Hall (2019), describe as “indirect financial costs” which although on the surface do not seem to be of the consequence to high employee turnover, but when examined using a “SWOT” analysis which is the abbreviation for Strengths, Weaknesses,

Opportunities and Threat, first introduced by Albert Humphrey in the 1950 (Friesner, 2011; Helms and Nixon, 2010; Panagiotou, 2003; Puyt et al., 2020) distinct re-occurring sentiments and patterns or a series of events can be seen to transpire and become a by-product.(Ambler and Barrow, 1996; CIPD, 2023; Baron, Hannan and Burton, 200; Hall,2019). This phenomenon is called the ripple effect and is described as “an event, exploit or ideology that causes a reaction to multiply and spread, thus causing a concatenation of events, this effect is credited to Kounin and Gump (1958) (Kounin and Gump, 1958; Mohn, 2024) however research alludes to it being introduced by Albert Einstein (Moore, 2016).

In the case of employee turnover, the ripple effect can be viewed as a simple cause and effect as described by David Hume 1739 (Anjum and Mumford, 2018). Hume (1793) theorised that if an event persisted to happen on a continuity the human brain would recognise this as normality and therefore it becomes an expectation rather than a phenomenon (Hume, 1739).

From a human resource perspective, the results of employee turnover can be considered and researched simply by reading the daily and weekly reports human resource reports. Modern human resources utilise a multitude of people centric data to build and employ strategies to support and keep organisations legally compliant ; (Chartered Institute of Personnel and Development., 2025; Maheshwari and Yadav, 2019; Ulrich, 1997, pp.1–274). Because of the conditions and restrictions of practice these strategies are built predominately around a positivist positionality due to the expectation of the organisational ideology wherein human resources predominantly function as an advisory service for those seeking advice and support for leaders at all levels rather than an integrated people centric department as they only ever interact with them when things go wrong (Komm et al., 2021; Murphy, 2024; Ulrich, 1997; York, 2021).

For many organisations in Wales, Humes “Cause and Effect” theory is very much a reality and a continuous incubus for those invested departments and employees (Skelton, Nattress and Dwyer, 2019). It is therefore astounding that very little research has been completed in this effected area. Evidence suggest that there is not one singular dedicated large scale study of employee turnover in the Welsh manufacturing industry in Wales even though there are an estimated 190,000 manufacturing employees throughout the country (Blowers, 2024; Gooberman and Curtis, 2019; Gov.Wales.org, 2022; Sigma Recruitment , 2025). Literature reflects there is a shortfall

of 64,000 skilled workers in the industry as that will only increase with the aging population. Combine this shortfall with the addition of high employee turnover then this will become cataclysmic on the horizon for organisations in Wales who do not act to strategize before the event (Abbasi and Hollman, 2000; Cockett, 2024; Hall, 2019; Sigma Recruitment, 2025; Walker, 2024).

Manufacturing in Wales contributes around eleven £11.1 billion to the Welsh economy per annum, with manufacturing being responsible for one third of Wales's exports globally (Sigma Recruitment, 2025; Smith and Carter, 1999; Walker, 2024).

1.1 Missing Data

Unsurprisingly there is no available data on how many employees in the manufacturing industry moved job in 2024, however the Welsh government reports that since 2011 employment has decreased significantly with a notable decrease in applications which has caused a severe skills gap. Evidence suggest that many young people would not consider a career in manufacturing foremost with regards to the long hours and negative historical stigmatisation perception of manufacturing as dirty noisy and boring. Modern manufacturing relies heavily on automation and artificial intelligence, then surely it would be crucial to entice this technology savvy cohort of young people to its dwindling ranks (Adam, Aringer-Walch and Bengler, 2018, pp.267–275; Flamini, 2023; Matthews, 2023; Strachan, 2021).

1.2 Completing This Task

Organisational attrition or employee turnover is proceeded by the employee's intention to withdraw from the organisation. This objective can be tested and measures using SPSS (IBM Corp., 2022) by employing a statistical procedure to assess the correlation connecting "turnover Intention" and numerous determining predicaments. It is not a simple or quick process and necessitates multiple phases and stages to achieve a comprehensible outcome (Kundi et al., 2021; Lee and Kim, 2024; Obeng et al., 2021; Skelton, Nattress and Dwyer, 2019).

1.3 Looking for Answers

In this paper the author is looking to realise what are the particular elements that can anticipate an employee's intention to leave the organisation?

It is also desirable to understand the probability of the employee leaving the organisation based on these elements.

2.0 Literature Review - Conceptual Framework and Statement of Hypotheses (2500)

Authors indicate that there are multiple elements or predictors that can be distinctive as to why an employee leaves an organisation. Many are often personal and unique to the individual which makes these predictors far from accessible or straightforward as the complexities of the human mind and thought processes have an abundance of variables (Kittle, 2025; Leep-Lazar, Ma and Stimpfel, 2025; Skelton, Nattress and Dwyer, 2019; Vulpen and Verlinden, 2024). However, according to research there are six predictors that are significant inasmuch as they are persistently present in exit interviews, employee surveys and resignations (Jackson, 2024; Liu, Yang and Song, 2024; Sull, Sull and Zweig, 2022)

2.1 Job Satisfaction

Job satisfaction seems to cover a wide variety of justifications for an employee to exit their organisation and has a significant amount of material and literature that has been written on the subject. Job satisfaction is described by Weiss (2002) when quoting Locke (1969) “ It is a feeling of contentment derived from the appraisal of one’s job and the feeling that the job is assisting in one’s goals” (Locke, 1969; Weiss, 2002 pp.317). I personally do not agree with that statement as the elements that conclude job satisfaction are too various to be classified in such a comprehensive conviction (Schaffer and Williams, 1953). This is further evidenced by the multitude of frameworks available to measure job satisfaction, this is increasingly difficult as job satisfactions operates on the hypothesis that the employee is satisfied. Unfortunately, employees do not require or desire identical things.

By looking at the available frameworks it can be evidenced that each targets a different ideal, for example; Herzberg’s (1959) Two Factor Theory divides conditions into two separate factors, “hygiene factors that considered salary, work conditions, and job security”. His model works on the assumption that if they are recognised as being devoid, this in turn causes dissatisfaction, however it is also realised that if these factors are available, they do not automatically give the employee satisfaction. The second set of factors he refers to as “motivators” are recognition, actualization, personal growth, and the density of the work. Herzberg’s Model is designed to comprehend and appreciate the fundamentals that obstruct “dissatisfaction” and to condition the employee into and actualised emotional state, it categorised by academics as a job design theory and centre on attributes and design effect job satisfaction (Herzberg, 2003; Herzberg, Mausner and Snyderman, 2017, p.59).

Alternatively, Hackman and Oldham's (1976) "The Job Characteristics Model" indicates that there are five factors that an employee requires to become actualised. The model operates on the assumption that there are "five job dimensions" that can impact and influence an employee's emotional and mental mindset. It is indicated that these dimensions, skillset diversity, task identity, job importance, independence and feedback are crucial to the employee for them to achieve a state of balance and motivated. The model's core principle is that it is the employee's own determinants and abilities that can affect job satisfaction of the employee. The model accentuates that it is the mental and compartmental characteristics of the employee that lead to the eventual satisfaction. It is classified as a "process-based hypothesis" (Hackman and Oldham, 1976, pp.205 - 279).

Job satisfaction is accepted as an acknowledged indicator of employee turnover where low satisfaction is linked to a higher intention to leave an organisation ((Fan, 2025; Hackman and Oldham, 1976, pp.205 – 279; Herzberg, 2003; Herzberg, Mausner and Snyderman, 2017, p.59; Jamaludin and Kamal, 2023; Locke, 1969; Namal et al., 2024; Weiss, 2002 pp.317).

2.2 Compensation and Benefits

Poor compensation is a primary element of rational why employees leave an organisation. Compensation and benefits are seen as the "Carrot and Stick" method of retaining the employee. It was developed initially by Jeremy Bentham in the early 1800's and then developed into other managerial theories by academics such as Taylor (1911) the "Scientific Management Theory" (Taylor, 1910) and McGregor (1960) – Theory X (McGregor, 2005). The theories conclude that human are motivated by rewards and discouraged by pain (McGregor, 2005, pp.3–256; Taylor, 1910).

Research reflects organisation whose employees are low income or minimum wage either leave the organisation or stay with the organisation because they fear change and a negative financial climate. These workers tend to have poor moral and are operationally ineffective (Andersson, Holzer and Lane, 2005, pp.1–142). They are described as having a " simply functional" association with their job that has zero personal investment to the organisation for which they work (Hay, 2015; Kirkup and Petrie, 2020). However, organisation with excellent compensation and benefits may still have a negative employee turnover as Compensation and Benefits are viewed as a predictor for job satisfaction (Andersson, Holzer and Lane, 2005, pp.1–142;

Connaughton and Dunphy, 2025; Lee, Oh and Kim, 2025; Lepak, 2021; Parulian et al., 2024; Zehra, 2025).

2.3 Organisational Commitment

Organisational commitment is determined as one of the most important instruments in a manager's armoury. Without organisational commitment many of those important but forgotten jobs would not be achieved. Much of the unsociable ad hoc hours would go unfilled if not for this important perception. Organisational commitment or psychological contract is a measure of dedication an employee feels toward their company or manager. Employee who are committed to their organisation fall into three main groups. This is termed as the "Three Component Commitment Model" introduced by Meyer and Allen (1991) (Meyer and Allen, 1991).

Affective commitment which manifests on an emotional level as in the form of an association as part of something and is emotionally linked to the goals and values of the organisation (Chayomchai et al., 2023; Fantahun et al., 2023; Wilkinson, 2017).

Continuance commitment which is the rational and mindset the employee perceives as a rationality to stay. This is psychologically motivated around the financial impediment, their position or role in the organisation or their loss of colleagues (Gašić et al., 2024; Meyer and Allen, 1991; Wang, Guo and Duan, 2022).

Normative Commitment is when the employee feels obligated to the organisation for past actions or support and therefore the employees feels a moral obligation to the organisation and ethically compromised (Fernández-Mesa et al., 2019; Johnson and O'Leary-Kelly, 2003; Meyer and Allen, 1991; Motsaathebe and Molefi, 2025; Stark, Smith and Carter, 2025).

When organisational commitment becomes unstable it can the condition of a toxic work culture, that when once embedded is extremely difficult to eliminate (Sull, Sull and Zweig, 2022). Organisation will see the predictors of increased costs, lower productivity, a decrease in morale, an increase in nonattendance and increase in voluntary turnover (Massueras, 2024; Meyer and Allen, 1991; McGovern, 2025; Vlăduț, Elshaarawy and Tiniakos, 2022).

2.4 Work-Life-Balance

Employees with a good work life balance tend to perceive a sense of being supported valued and an amalgamation with an organisation have the tendency to stay with them longer because of the affective commitment as described in the previous chapter (Meyer and Allen, 1991). Employees who have an unsatisfactory "work-life balance"

have a higher rate of stress, a reduction in “job satisfaction”, a lower-than-average allegiance to the organisation and its goals and an extremely high rate of employee burn out.

Although this type of turnover sits within the job satisfaction grouping it is also a critical health matter for the employee. These employees exhibit increased absenteeism, physical and mental health problems, disinterest for tasks and become socially withdrawn.

Many organisations struggle to support workers and their work life balance especially for the 39% of the UK’s workforce who work remotely (Hooson, 2025), it is difficult to stop those lines of work and home becoming blurred. It is also stated by authors such as Kelly (2025) that organisations have a historically unyielding perception of operational productivity being paramount above all else (Hooson, 2025; Kelly, 2025). This and the lack of clear parameters for work life balance can lead to the loss of an organisations key employees when this is inadequately managed (Nunes and Palma-Moreira, 2024; Pladdys, 2024; Speicher and Francis, 2022; Üngüren et al., 2024).

2.5 Career development

Career development identified as the method of advancing an individual career. It is described as “lifelong” however that is not always the case as some change direction when life’s fluctuating variables interlude. It is simply the course of action that an employee desires for their occupational enhancement (Dewi and Nurhayati, 2020; Menezes, Gumashivili and Kanokon, 2025; Shiri et al., 2023).

Authors such as Tatel, Wigert and Agrawal, (2025) that employees consider alternative situations and compare them to what they currently have. It is in the very nature of the employee to “window shop” without the intention to move on, however it is also in an organisation’s best interest to attract the best employees and keep them (Abdalla, Saeed and Khan, 2023; Bachmann, Ligon and Skeritt, 2022; Crant, 2000; Tatel, Wigert and Agrawal, 2025; Thomas, 2022).

It identified that this group of employees could fall into any or all of the above categories but for them it is a side note, if their development is stagnated by internal influences like broken promises or lack of management support then you can expect to see indicators such as lowering of personal enthusiasm and commitment to their present role. These employees also become frustrated which is an open door to a toxic environment (Massueras, 2024; Meyer and Allen, 1991; McGovern, 2025; Sull, Sull and Zweig, 2022; Vlăduț, Elshaarawy and Tiniakos, 2022).

2.6 Leadership Style.

Leadership style or lack of leadership has the ability to make or break an organisation. There are over 100 leadership styles document and recorded, however there are twelve distinct leadership styles that in the right setting all work perfectly when used with the correct framework but destructive when not (Andrews, 2022; Arruda, 2016; Benmira and Agboola, 2021; Bond, 2015; Byrnes, 2024). These leadership styles are distinctly different in nature but similar in context. The first realised leadership theory was the Great man Theory, by Thomas Carlyle(1840). Carlyle's theory dictates that some men are born with the ability to lead and go on to do great things (Carlyle, 1840; Spector, 2016 pp250). Other leadership styles that are frequently associated with organisational leadership are, "Autocratic or Authoritarian" introduced by Lewin (1939) is a style that gives control of everything to one person (Crosby, 2021). Bureaucratic leadership, introduced by Weber (1920) works on many level of a hierarchical managerial structure, with increasing managerial responsibility the further you go up the structure more so found in the armed forces and health service (Ricucci and Saidel, 1997; Weber, 1964 pp.152). Charismatic leadership conceptualised by House, (1976) are the charmers of the leadership league, they captain the ship to lead it through rough waters (House, 1976), the Coaching leadership style by Whitmore (1992) was built around team sports to give them more confidence in themselves and their teammates. This style was further reconceptualised upon by Goldman (2001) who changed the concept to more of a singular focus than group (Bond, 2015; Goleman, 2000; Price and Weiss, 2013 pp.265). The collaborative leadership style introduce by Likert (1961) and is a continuation of Lewins (1939) conceptualisation on leadership. Both are synonymous in the abstract opinion that the leadership style will crucially influence decisions concerning the employee and with the effect of either enhancing or exacerbating the common goal or situation (Abawari, Debela and Abegaz, 2024; Wang, Hou and Li, 2022).

Other leadership styles that are notable are Participative and Laissez-faire or Delegative Lewin 1939 (Crosby, 2021), Transformational Leadership, Downton (1973) (Bass and Riggio, 2006), Transactional Leadership Max Weber (1947) (Weber, 1964), Servant Leadership, Robert Greenleaf 1932 (Kohntopp and McCann, 2018, pp.301–328), and finally Affiliative and Visionary Leadership Daniel Goleman (2002) (Goleman, Boyatzis and McKee, 2013, pp.3–253)

Many organisation have to their detriment, experienced the repercussions of when a leadership style or philosophical framework is in direct conflict with the employee predisposition or when the leadership style is inconsistent and incompatible with the current social and cultural climate. These types of clashes lead to decreased morale, a marked increase in voluntary employee turnover, higher than expected absenteeism -particularly in mental health absences, disengagement from work motivated social occasions and slower production (Adams, Williams and Zaabi, 2022, pp.3–224; Bass and Riggio, 2006; Breese, 2025; Crosby, 2021; Gelfand et al., 2012; Goleman, Boyatzis and McKee, 2013, pp.3–253; Hancock et al., 2021; Kohntopp and McCann, 2018, pp.301–328; Woods et al., 2024; Üngüren et al., 2024; Wolor et al., 2022).

2.7 The key Variables

One of the key variables that continuously manifests is job satisfaction as this according to research literature is present in some variation in more than one category of voluntary employee turnover. Specifically, by looking at the triggers for this practice it can be observed that all of the six predictors have identical behaviours or determinants with some being more pronounced and severe than others. These determinants have been used in research to ascertain who is likely to leave an organisation and in studies by academics such as Allen and Meyer (1990) and Patail et al. (2024) they use the process specifically for job satisfaction (Allen and Meyer, 1990; Grodelj et al., 2020; Pattali et al., 2024).

2.8 Adversities to Using a Quantitative Methodology.

Research suggest that measuring job satisfaction in a quantitative narrative is inherently difficult on the grounds that the consideration encompassing this subject are all of a psychological essence.

Job satisfaction is also an interdisciplinary complex field of enquiry that that is in manipulated by a byzantine instructiveness individually specific, work related and dependant environmental factors, such as emotions, circumstances and rationality (Goretzki et al., 2022 ; Madrid, Barros and Vasquez, 2020). This in reality is arduous and complex to determine a consistent variable quantitative dimension. Literature indicates that there are concerns around the tangibility of the dynamics of the testing as job satisfaction cannot be “objectified” because of its evolutionary natural progressions. The simple fact that employee expectation is constantly advancing can cause a paradigm shift to occur in the data resulting in a falsification which can cause the test to bias (Goretzki et al., 2022; Press, 2023). Evidence suggest that research in

this field can reveal multiple interpretations which are difficult to comprehend, this becomes challenging in that it cannot give meaningful perceptions into the definitive characteristics and specification for a reliable test and would need to be codified by other data and data streams (Inga et al., 2023; Giermindl et al., 2021; Lee et al., 2023; Smollan and Mooney, 2024).

Other specific consternations for the use of quantitative investigation and testing are that recurrently the use of “Likert scales” are affected by “social desirability” bias inasmuch as the participants in surveys provide an answer the feel is more socially acceptable apposed to their true experiences, behaviours and convictions causing the data to falsify (Kreitchmann et al., 2019; Larson, 2018; Ried, Eckerd and Kaufmann, 2022). Detail characteristics of job classification can be incorrect as one job description could have many layers and characteristics which will also be difficult to interpret in the designated yes or no data set of the common survey. Anonymity while using the large proportion quantitative data can become distorted as it is challenging to comprehend the social nuances and parameters of simple casual workplace relationships (Fields, 2012, pp.67–120; Leiter, 2021).

2.9 Concluding the Literature Review

Job satisfaction and its factors are certainly a very complex and integrated subject with a particularly complicated set of ever-changing principles and parameters. According to authors, it is these parameters that are they indicators for quantitative research to begin to understand the predictors of who will leave an organisation and who will stay (Jackson, 2024; Liu, Yang and Song, 2024; Massueras, 2024; Meyer and Allen, 1991; McGovern, 2025; Sull, Sull and Zweig, 2022 Vlăduț, Elshaarawy and Tiniakos , 2022). There has been an abundance of literature written on the advantages of measuring job satisfaction and its factions utilizing quantitative research. There are also numerous studies that reflect the validity and integrity of the positive impact of this approach. Many academics and scientists revere quantitative research for its numerical and emotionally uncomplicated characteristics when employed for statistical data streams for many scientific areas of study (Al Hassani et al., 2024; Goretzki et al., 2022; Montuori et al., 2022; Nielsen et al., 2022; Ried, Eckerd and Kaufmann, 2022; Van Saane et al., 2003 ; Walker, 2024).

Contrastingly for the discipline of social science, literature reveals that it is a dilemma because of the psychological nature of specialisation. Much of the rationalisation in social science subjects encompasses methodical research into the behavioural

characteristics and social interactions of human beings. These interactions are drawn from sociological, psychological, environmental and cultural fields (Khatwani and Panhwar, 2020; Namal et al., 2024; Ried, Eckerd and Kaufmann, 2022; Tenny, Brannan and Brannan, 2022). Because of the complexities of the human thought processes, it is difficult to draw absolute conclusions and is determined that realistically it is purposeful for secondary form of data gathering (Andersen, Prause and Silver, 2011; Kelly, Martin-Peters and Farber, 2024).

Much of the existing literature concludes that in reality it would be difficult to relate a completed thesis in the subject area of social science by employing a singular quantitative research design and is therefore in the case of my research into voluntary employee turnover a tool more adequately engaged as an ancillary support to the qualitative methods of data modelling (Alkan, Cushen-Brewster and Anyanwu, 2024; Herschell et al., 2020; Srivastava et al., 2025).

3.0 Reflecting on a Quantitative Methodology with a Positivist Philosophy

Research has indicated that a quantitative, correlation research design would be the appropriate approach in this study using SPSS (IBM Corp., 2022). This research seeks to explore the ability of quantitative research methods can demonstrate if there are any factors that can be evaluated to indicate an employee's turnover intention. It is also required by the researcher to understand the effectiveness of the returned data to recognise if a quantitative methodology is advantageous and can provide statistical corroboration to the examination of voluntary employee turnover intention in a future longer-term project (Abu et al., 2024; Al Hassani et al., 2024). For the purpose of this research paper, I have used a positivist research philosophy as my approach to this inquiry because the analysis is primarily around the perspective of predicted associations and casual relationships within a business context. The positivist philosophy employs the principle that knowledge is acquired from quantifiable, perceptible and measurable factual data and in this particular case fits the parameters of this enquiry (Creswell 2014, pp.137–161; Hamaker, Mulder and Van Ijzendoorn, 2020; Keele, Stevenson and Elwert, 2019).

3.1 The Key Assumptions

The ontology of positivism is that there are an abundance of data and facts that exist, and it is up to the researcher to discover them. It is the intention to discover this data and describe the outcome. I believe that even though this is a social science

phenomena it can still be studied using the natural science principals which is a systematic approach, that relies on experience, experimentation and observation with the core values of a testable hypothesis (Carey, 1993; Nickerson, 2023; Park, Konge and Artino, 2020). Because the data stream or participants in this enquiry are taken from a report the data is factual and evidential therefore limiting my role to data collection and interpretation. Furthermore, the research's epistemological approach, (the belief that knowledge can be acquired objectively) dictates the use of a survey methodology, however in this instance due to time limitations and access to participants I will be using the organisational employee survey in the form of data on organizational variables, such as work life balance and compensation and benefits. This quantitative approach is grounded in the positivist principle that is value-free, numerical data that can be analysed to reveal underlying patterns and causal links between these variables and the objective measure of voluntary employee turnover related job satisfaction. The use of statistical analysis, such as regression modelling, is specifically chosen to test the study's hypotheses and reveal explanatory relationships, consistent with the positivist goal of identifying predictive laws governing social phenomena (Carey, 1993; Creswell and Poth, 2018, pp.11–414).

The quantitative methodology is an approach that uses numerical data that is collected and studied utilising mathematical statistics to demonstrate patterns and relationships amongst variables. A variable is characteristic, element or determinant that that has the capacity to be measured or calculated in testing and has the ability to modify and adapt (Babbie, 2020, pp.1–575; Creswell, 2014, pp.137–161).

Fundamentally this philosophically connects to this my research by endeavouring to present a dispassionate empirical solution to a costly time-consuming organisational dilemma. The task is to provide research that can be comprehensively used by other associations, consequently suffusing and supporting managerial decisions, so supporting the use of informed decision making.

4.0 Data Analysis

I will be honest her and say that the quantitative field of exploration is not a familiar one and is difficult to navigate to navigate through inexperience and my chosen field of social science study. The purpose of this study is to understand the factors influencing employee turnover and to potentially identify any patterns or sequences that could indicate that an employee is about to leave the organisation.

I have used a sample size of 101 for this test from an original data sample of 120. I withdrew 19 rows of data as the independent variables (reasons) were outside the testing criteria because they were independently linked to categories like ill health and death. I have allowed one extra row of data for discrepancies in the data which gives me a figure of 101.

Figure 1. Setting the parameters in SPSS (IBM Corp., 2022).

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	Turnover	Numeric	7	0	Vol EMP Turnover	{0, Stayed }...	None	11	Right	Nominal	Input
2	Jobsat	Numeric	9	0	Job Satisfaction	{0, Stayed }...	None	9	Right	Nominal	Input
3	CompBen	Numeric	8	0	Compensation & Benefits	{0, Stayed }...	None	12	Right	Nominal	Input
4	OrgCom	Numeric	8	0	Organisational Commitment	{0, Stayed }...	None	11	Right	Nominal	Input
5	WorkLife	Numeric	8	0	Worklife Balance	{0, Stayed }...	None	11	Right	Nominal	Input
6	CareerDev	Numeric	8	0	Career Development	{0, Stayed }...	None	13	Right	Nominal	Input
7	Leadership	Numeric	8	0	Leadership Style	{0, Stayed }...	None	11	Right	Nominal	Input
8											
9											

Figure 2. The completed data to be analysed (IBM Corp., 2022)

	Turnover	Jobsat	CompBen	OrgCom	WorkLife	CareerDev	Leadership	var
1	1	1	1	0	0	0	1	
2	1	0	0	1	0	1	1	
3	0	1	1	0	0	0	0	
4	1	0	1	0	0	1	1	
5	0	0	1	0	0	0	1	
6	1	1	1	0	1	0	1	
7	0	0	0	1	1	0	0	
8	1	1	1	0	0	0	1	
9	1	0	0	1	0	1	1	
10	0	1	1	0	0	0	0	
11	1	0	1	0	0	1	1	
12	0	0	1	0	0	0	1	
13	1	1	1	0	1	0	1	
14	0	0	0	1	1	0	0	
15	1	1	1	0	0	0	1	
16	1	0	0	1	0	1	1	
17	0	1	1	0	0	0	0	
18	1	0	1	0	0	1	1	
19	0	0	1	0	0	0	1	
20	1	1	1	0	1	0	1	
21	0	0	0	1	1	0	0	
22	1	1	1	0	0	0	1	
23	1	0	0	1	0	1	1	
24	0	1	1	0	0	0	0	
25	1	0	1	0	0	1	1	
26	0	0	1	0	0	0	1	
27	1	1	1	0	1	0	1	
28	0	0	0	1	1	0	0	
29	1	1	1	0	0	0	1	
--	-	-	-	-	-	-	-	

I have taken a group variable factors from the employee turnover report for the year 2021 to 2022. I am using this report and data time frame for three reasons:

1. This is an anonymous test, and no identifiers have been applied, the report is data obsolete for the organisation, by which I mean it was headed for the shredder and the data was being archived (we are required to keep this data for 6 years).

2. The participants personal data has not been compromised as there are no identifiers on the report as it is coded.
3. This test is using obsolete and safe data meaning no authorisation are required which protects the University, the organisation involved and its employees.

The categorical variables I have examined are job satisfaction, leadership style, work-life balance, career development, compensation and benefits and organisational commitment with the dependant variable being voluntary turnover. I have used stayed/voluntary turnover as the outcome variable in this analyses. I have achieved this by creating a dummy code for the dependant variable of stayed where it equals zero and Voluntary turnover equals one for each of the independent variables.

For example , "Stayed" and Voluntary Turnover" are the two categories for each factor, and the "Parameter coding (1)" is a dummy coding scheme where one category is referenced ("Stayed" coded as 0) and the other is compared to it ("Voluntary Turnover" coded as 1.000). This is also known as the t-test which can be run individually or in groups. I ran this test as a group.

Figure 3. Dependant Variables (IBM Corp., 2022)

Dependent Variable Encoding	
Original Value	Internal Value
Stayed	0
Voluntary	1

At this stage I ran a frequency analysis the variables as a group to provide me with on overview of which of the independent variables had the biggest impact and support my understanding of any initial problems.

Figure 4. Frequency Table with Test outcomes for Leadership and Job Satisfaction (IBM Corp., 2022).

Frequency Table

Leadership Style					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	25	24.8	24.8	24.8
	Voluntary Turnover	76	75.2	75.2	100.0
	Total	101	100.0	100.0	

Job Satisfaction					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	54	53.5	53.5	53.5
	Voluntary Turnover	47	46.5	46.5	100.0
	Total	101	100.0	100.0	

It suggested that that a numerical analyse is performed for each section to check against the frequency table using this format:

Leadership style:

Stayed: $25 \div 101 \times 100 = 24.75\%$

Voluntary Turnover: $76 \div 101 \times 100 = 75.24\%$

However, it is not necessary when using SPSS (IBM Corp., 2022) as the frequency report does this for the tester (Field, 2018; Gayathri, Shivaprasad and Babu, 2022 ; Rahman and Muktadir, 2021; IBM Corp., 2022).

Figure 5. Frequency Tables (IBM Corp., 2022)

Compensation & Benefits					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	26	25.7	25.7	25.7
	Voluntary Turnover	75	74.3	74.3	100.0
	Total	101	100.0	100.0	

Worklife Balance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	81	80.2	80.2	80.2
	Voluntary Turnover	20	19.8	19.8	100.0
	Total	101	100.0	100.0	

Career Development					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	68	67.3	67.3	67.3
	Voluntary Turnover	33	32.7	32.7	100.0
	Total	101	100.0	100.0	

Organisational Comittment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	75	74.3	74.3	74.3
	Voluntary Turnover	26	25.7	25.7	100.0
	Total	101	100.0	100.0	

I next ran the crosstabulations and chi-square test (Pearson, 1900) to produce my contingency tables and calculate a Chi-Square statistic for each of the independent variables. I did this to establish any connections between my independent and dependant variables and to discover if there was a relationship or pattern between the variables. The key principle was to discover if the value of one variable would give any indication of the value of the another. Research suggest this is called a “bivariate relationship” (Bertani et al., 2018; Field, 2018; Prematunga, 2012).

Figure 6. The Crosstabulations and Chi-square Test for Job Satisfaction (Pearson,1900).

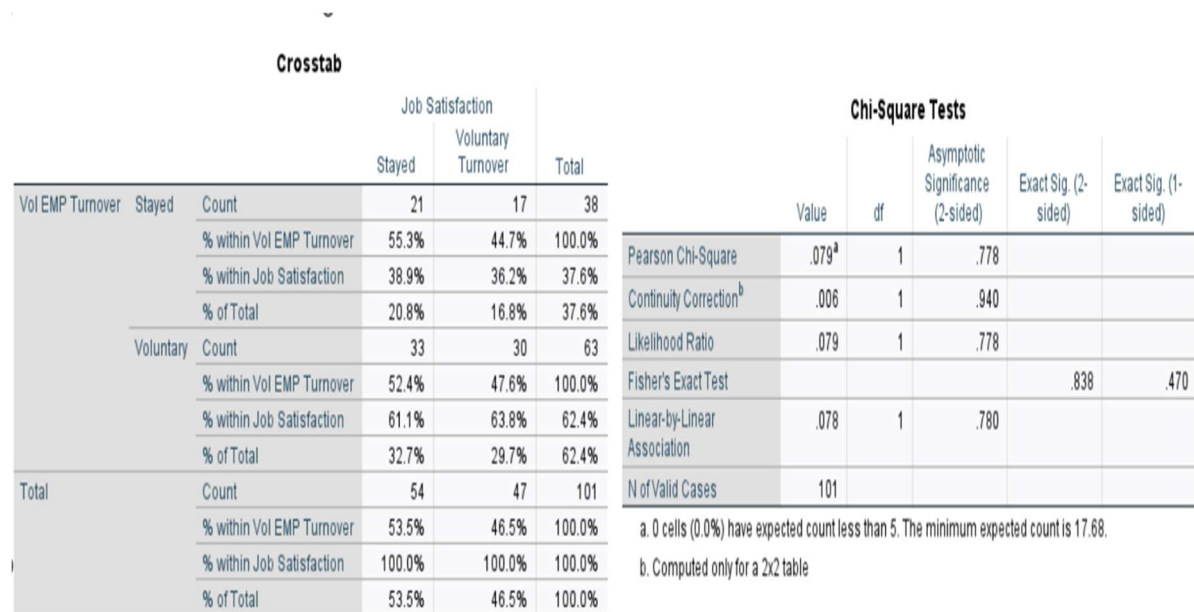
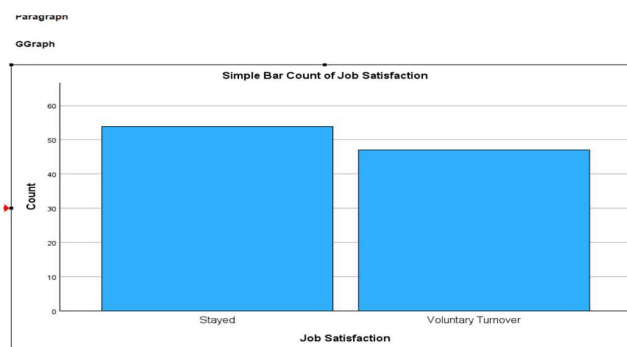


Figure 7. Simple Bar Chart showing the results of Job Satisfaction (IBM Corp., 2022)



I next ran a simple two-way ANOVA test to identify if Job Satisfaction and Leadership style had any effect on my dependant variable when combined.

Figure 8. Two Way Test Using ANOVA.

Between-Subjects Factors			
		Value Label	N
Job Satisfaction	0	Stayed	54
	1	Voluntary Turnover	47
Leadership Style	0	Stayed	25
	1	Voluntary Turnover	76

Tests of Between-Subjects Effects						
Dependent Variable: Vol EMP Turnover						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	
Corrected Model	14.377 ^a	3	4.792	49.844	<.001	
Intercept	12.346	1	12.346	128.411	<.001	
Jobsat	.334	1	.334	3.477	.065	
Leadership	12.346	1	12.346	128.411	<.001	
Jobsat * Leadership	.334	1	.334	3.477	.065	
Error	9.326	97	.096			
Total	63.000	101				
Corrected Total	23.703	100				

a. R Squared = .607 (Adjusted R Squared = .594)

I then reapplied the test using all the factors this resulted in an error of 9.32. As this error does not occur in the p-value then I felt the test was safe although both the job satisfaction and leadership independent variables sit in the .065 range indicating a null. It is possible according to literature to rerun this test more than once. On this occasion and because of time constraints I have only run this test twice .

The model I am using is called Logistic Regression (Cox, 1958) and is especially suited to binary outcomes which are typical in my field of analysis and the positivist philosophy of Human Resources (Runyi, 2017). Logistic regression can identify key specifics like work life balance and job satisfaction and measure them as individuals, as I am using more than three the variables it has been identified that I am using the “multi variable analysis” technique in which I have use univariate analysis to help me understand my key characteristics, support to identify patterns and checking for skewness (Krueger et al., 2002; Pearson, 1895). Skewness (Pearson, 1895) is a statistical measure of distribution and can transpire when your statistical data is unevenly distributed on the opposing sides of the median. This can cause the data influence to become inaccurate which then leads to a distortion in the resulting data. This can be tested using the Kurtosis and Skewness (Pearson 1895) function in the analysis tab in SPSS (Cain, Zhang and Yuan, 2017; Field, 2018; Hammouri et al., 2020; IBM Corp, 2022; Kim, 2013).

Figure 9. Kurtosis and Skewness Test on the Data (Pearson 1895/1905).

Descriptive Statistics									
	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
Job Satisfaction	101	0	1	.47	.501	.141	.240	-2.021	.476
Compensation & Benefits	101	0	1	.74	.439	-1.126	.240	-.746	.476
Organisational Comittment	101	0	1	.26	.439	1.126	.240	-.746	.476
Worklife Balance	101	0	1	.20	.400	1.539	.240	.374	.476
Career Development	101	0	1	.33	.471	.750	.240	-1.467	.476
Leadership Style	101	0	1	.75	.434	-1.188	.240	-.602	.476
Valid N (listwise)	101								

I next ran the ANCOVA (analysis of covariance) Fisher (1992) analyses test simply because I was utilizing more than two factors and ANCOVA is implemented to support this feature. ANCOVA is used to compare means of a dependant variable across tow

or more groups and can control the side effects of the continuous variables (Fisher, 1992).

Figure 10. Levene Frequency test (Levene, 1960).

Levene's Test of Equality of Error Variances ^a			
Dependent Variable: Vol EMP Turnover			
F	df1	df2	Sig.
.	4	96	.
Tests the null hypothesis that the error variance of the dependent variable is equal across groups.			
a. Design: Intercept + CompBen + CareerDev + OrgCom + Jobsat + WorkLife + Leadership + Jobsat * WorkLife + Jobsat * Leadership + WorkLife * Leadership + Jobsat * WorkLife * Leadership			

Although it is stated by authors and academics there is no significance in running the Hosmer-Lemeshow goodness of fit test again as I have previously done so, I specifically wanted to consider the ranges once more although I did not consider the data to change.

5.0 Findings and Outcome

The test revealed a conspicuous correlation between more than one of the independent variables and are linear combinations of other variables. Therefore, what the test has preform is an amalgamation of some of these dependant variables in some of the testing. This gives a portent that the model has issues with the multicollinearity, a statistical occurrence in multiple regression analysis. This can impact the reliability of the results particularly the implications for some of the individual predictors (Davino, Romano and Vistocco, 2022; Kim, 2013; Lindner, Puck and Verbeke, 2019).

If this was a significant test for my thesis it would be here that I would remove the redundant predictors of Organisational Commitment and Compensation and Benefits as they provide a negative correlation -1.000 these are referred to as absolute Pearson Correlation coefficients . However, because in reality they are part of the data I have not excluded them because of the important significant data they provide. I then considered the non-significant correlations with key outcomes that had a low Pearson Correlation value or non-significant p-values and significantly work life balance has a weak and nonsignificant relationship with job satisfaction. When combined with work life balance it indicates a p-value of <.001 which shows that it has a high statistical significance and is an indication that there is a low probability of low probability of the correlation would occur irregularly and therefore indicating a relationship between the two (Akoglu, 2018; Field, 2018; Frost, 2017; Rusakov, 2022).

The significant relationship between job satisfaction and Leadership style is also a strong indicator that there is significant data here. The correlation between indicates a perfect negative linear however the information from author suggest that this is a data entry error which I would challenge due to the balance being the more leadership style affects the employee the less they are satisfied in their employment which is correct when analysing employee turnover which indicates this figures of -.247* is not an error but extremely important data. Nevertheless, I am not an expert in SPSS, and I could be categorically wrong, but being a practitioner in HR it does give me some insight into these working relationships. It is also the case with job satisfaction and career development that indicate a figure of -.650. This signifies two problems that this data is skewed because of the differentials in the balance of the mean or as the indicators predicted give the initial warning that this data has become unstable because some of the relationships between variables have been amalgamated because their data is either two insignificant to stand alone or the data is so linear that they have become almost symbiotic (Janse et al., 2021; Rusakov, 2022; Schober, Boer and Schwarte, 2018).

Figure 11. Correlations

		Correlations					
		Job Satisfaction	Compensation & Benefits	Organisational Commitment	Worklife Balance	Career Development	Leadership Style
Job Satisfaction	Pearson Correlation	1	.549**	-.549**	.134	-.650**	-.247*
	Sig. (2-tailed)		<.001	<.001	.181	<.001	.013
	N	101	101	101	101	101	101
Compensation & Benefits	Pearson Correlation	.549**	1	-1.000**	-.162	-.459**	.082
	Sig. (2-tailed)	<.001		<.001	.105	<.001	.414
	N	101	101	101	101	101	101
Organisational Commitment	Pearson Correlation	-.549**	-1.000**	1	.162	.459**	-.082
	Sig. (2-tailed)	<.001	<.001		.105	<.001	.414
	N	101	101	101	101	101	101
Worklife Balance	Pearson Correlation	.134	-.162	.162	1	-.346**	-.176
	Sig. (2-tailed)	.181	.105	.105		<.001	.079
	N	101	101	101	101	101	101
Career Development	Pearson Correlation	-.650**	-.459**	.459**	-.346**	1	.400**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001		<.001
	N	101	101	101	101	101	101
Leadership Style	Pearson Correlation	-.247*	.082	-.082	-.176	.400**	1
	Sig. (2-tailed)	.013	.414	.414	.079	<.001	
	N	101	101	101	101	101	101

** . Correlation is significant at the 0.01 level (2-tailed).
* . Correlation is significant at the 0.05 level (2-tailed).

Compensation and benefits when combined with job satisfaction have an extremely high positive correlation which is unsurprising considering this is a great motivator. The p-value is an indication of an excellent relationship but tells me the two are closely related and therefore significant. The Pearson Correlation also indicates this even

though it shows 549 it is the two ** that make this two tailed and therefore a positive significance or statistically relevant. However, it also indicates that the data is also skewed and may not be safe to use. Because Pearson's correlation runs within the parameters of +1 to -1 it is suggested that I re-apply the testing process using a reduced independent variable set (Blanz, Emeis and Siegel, 2005; Frost, 2018). By looking at the variables not in the equation report I believe the software has removed the data and this has contributed to the skewness of the data output. Career development and Leadership style are significant variables among those excluded for the equation. These are extremely important predictors based on their high p-values. This again indicates a re-test is appropriate in this instance.

Figure 12. Variables Not in Equation Report (IBM Corp, 2022).

Variables not in the Equation ^a					
		Score	df	Sig.	
Step 0	Variables	Job Satisfaction(1)	.079	1	.778
		Compensation & Benefits (1)	.701	1	.402
		Organisational Commitment (1)	.701	1	.402
		Worklife Balance (1)	.060	1	.806
		Career Development (1)	29.564	1	<.001
		Leadership Style (1)	55.081	1	<.001
	a. Residual Chi-Squares are not computed because of redundancies.				

According to the model summary report this model is a good fit however it is also indicated because .000a that could be problematic, however mathematically it is considered perfect. This indicates that there is complete separation in the data which also predicts that this data is unreliable. It also signifies that the software cannot find a best fit for this model which is unsurprising due to the compressed data (Clark et al., 2023; Mansournia et al., 2017).

Figure 13. Model Summary (IBM Corp, 2022).

Model Summary			
Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	.000 ^a	.734	1.000
a. Estimation terminated at iteration number 19 because a perfect fit is detected. This solution is not unique.			

Figure 14. The Hosmer and Lemeshow Test (Hosmer and Lemeshow, 1980)

Hosmer and Lemeshow Test			
Step	Chi-square	df	Sig.
1	.000	5	1.000

Although the Hosmer and Lemeshow (Hosmer and Lemeshow, 1980) test indicates this model is a good fit for logistics regression model I have concerns over the integrated compressed data. The chi-square value of 0.000 reveals a very diminutive inconsistency between the observed and forecasted model principles. The p-value of 1.000 indicates the model is a good fit however I now have to work back wards and re-test my theories to discover where I went wrong and what distinctly caused the model to become skewed (Akoglu, 2018; Clark et al., 2023; Field, 2018; Frost, 2017; Lindner, Puck and Verbeke, 2019; Lukas Goretzki et al., 2021; Mansournia et al., 2017).

6.0 Conclusion - Benefits to My Research

This research project has definitely been enlightening and a learning curve. I cannot say it is a favourite and at times I have found it extremely confusing and frustrating. These feelings I relate to now is a case of lack of understanding and knowledge, the knowledge I gained from other authors and self-help eLearning, the extra resources provided on the module page and the lecturer has been invaluable. The lack of understanding for me is probably a self defence mechanism when my brain becomes emotionally flooded and fight or flight mode kicks in.

However, studying statistics using IBM's SPSS software (IBM Corp, 2022) provided me with a powerful and practical foundation for understanding quantitative research. The ability to experience the actuality of using a dedicated statistical package moves beyond routines, changing theoretical ideas into actual processes of data research that has given me an insight into how realistic this data may look for a thesis. I had never considered using quantitative research in any of my previous research papers mainly because of psychology plays a major role in my thesis research. Before doing this module quantitative research always felt like a conundrum that was overwhelmingly hypothetical and incredibly daunting. For principles like p-values and regression I did not even have a basic understanding that in reality I was using some of these theories in my day-to-day employment without actually knowing and understanding the conceptualisation.

When I first encountered SPSS my initial thought process was very negative which I now recognise as flight or fight mode. However, I soon discovered that it was very uncomplicated with a simple window, icon, menu pointer set up. The screen of system

setup resembles a spreadsheet which put me at ease very quickly because I am comfortable with Excel I felt at home with this. It made the data entry and cleaning of the data very simple with the preliminary analysis becoming convenient and sometimes understandable. (I say sometimes because I am still learning and often need to still research most concepts). The ability to access this software was an important point, which eradicated some of the technical hurdles that obstructed my engagement with statistical principles and frameworks.

According to research data management is the foundation of quantitative research, and SPSS demonstrated that it could be a valuable tool if I could acquire an understanding of the principles.

My research will deal with an indeterminate number of statistics from sets of complicated datasets and surveys. SPSS's "Variable View" and "Data View" can provide me with a structured environment for organizing and defining data, from assigning clear labels to specifying variable types. This systematic approach enforces good research practices, ensuring that variables are properly coded and documented. For example, learning to recode variables, handle missing data, and create new variables from existing ones directly within SPSS demonstrated the importance of data preparation before analysis can even begin. This process highlighted that the integrity of quantitative research findings depends as much on meticulous data handling as on the statistical tests themselves.

Beyond data management, SPSS provided a practical laboratory for mastering statistical inference. It offers a comprehensive range of statistical tests, from basic descriptive statistics like means and frequencies to more complex inferential analyses such as t-tests, ANOVA, and regression. Instead of simply memorizing the conditions under which a t-test is appropriate, using SPSS allowed for direct, hands-on experimentation. By running a paired-samples t-test, for instance, I could directly observe how it is used to compare a single group of subjects under two different conditions, thus connecting theory to practice. This practical application reinforced my understanding of key inferential concepts, such as the formulation of null and alternative hypotheses, and the logic behind rejecting or failing to reject the null hypothesis.

The process of running these analyses in SPSS also enhanced my understanding of underlying assumptions. For example, when performing a linear regression, I learned to check for multicollinearity and the normal distribution of residuals, all of which are

crucial assumptions for the validity of the model. SPSS (IBM Corp., 2022) generates the necessary output to assess these conditions, pushing me to consider the theoretical underpinnings of each test rather than just accepting the results at face value. This moved my focus from merely running a test to conducting a valid analysis, causing a fundamental shift in my quantitative research mindset.

SPSS's (IBM Corp., 2022) "Chart Builder" and integrated graphics capabilities made it easy to create visuals, transforming dense tables of numbers into clear, accessible insights. This visual interpretation is critical for identifying trends, outliers, and patterns that might otherwise be missed. It also provides a powerful means for explaining complex statistical relationships to a broader audience, which is a key skill in research propagation.

Finally, using SPSS has given me an appreciation for the role of quantitative research in drawing evidence-based conclusions. The output generated by the software, from descriptive tables to significance values, provides the necessary evidence to support or refute a research hypothesis. In a regression analysis, SPSS (IBM Corp., 2022) outputs not only the coefficients but also their associated p-values and confidence intervals, which are essential for determining the statistical significance and practical relevance of the findings. This process demonstrated how quantitative methods move research from subjective observation to objective, data-driven conclusions.

In conclusion, studying statistics through the practical application of SPSS was an academic experience that enhanced my understanding of quantitative research. It transitioned my learning from theoretical abstraction to hands-on practice. By streamlining the data management, providing a practical testing ground for statistics, and facilitating powerful data visualization, SPSS (IBM Corp., 2022) became more than just a software package; it was a tool that brought the logic of quantitative methods to life.

The probability of using this tool in future research are entirely undecided and will be determined once I have undertaken a few more research projects using this software as this paper reflects, I need to practice.

Reference list

- Abawari, A.M., Debela, K.L. and Abegaz, M. (2024). The Effects of Organizational Culture on Change Management in Oromia Public Sectors: The Mediating Role of Leadership Styles. *Cogent Business Management*, [online] 11(1), p. Online Article. doi:<https://doi.org/10.1080//23311975.2024.2375623>.
- Abbasi, S.M. and Hollman, K.W. (2000). Turnover: The Real Bottom Line. *Public Personnel Management*, [online] 29(3), pp.333–342. doi:<https://doi.org/10.1177/009102600002900303>.
- Abdalla, A., Saeed, I. and Khan, J. (2023). Cross Culture Examination of Perceived Overqualification, Psychological Well-Being and Job Search: The Moderating Role of Proactive Behavior. *Psychology Research and Behavior Management*, [online] 24(17), pp.553–566. doi:<https://doi.org/10.2147/prbm.s441168>.
- Abu, M., Mohd, Islam, M.A., Amin, M.B. and Rahman, A. (2024). Analyzing the Impact of Employee Job Satisfaction on Their Job Behavior in the Industrial Setting: An Analysis from the Perspective of Job Performance. *Journal of Open Innovation Technology Market and Complexity*, [online] 10(4), pp.100427–100427. doi:<https://doi.org/10.1016/j.joitmc.2024.100427>.
- Adam, C., Aringer-Walch, C. and Bengler, K. (2018). Digitalization in Manufacturing – Employees, Do You Want to Work There? 1st ed. [online] *Advances in Intelligent Systems and Computing*, USA: Springer Nature, pp.267–275. doi:https://doi.org/10.1007/978-3-319-96068-5_30.
- Adams, L.E., Williams, M. and Zaabi, I.A. (2022). Turning Bad Leaders into Good Leaders: Diminishing the Theory X Style. 1st ed. *Intech Open eBooks*, London UK: Intech Open, pp.3–224. doi:<https://doi.org/10.5772/intechopen.100455>.
- Akoglu, H. (2018). User’s guide to correlation coefficients. *Turkish Journal of Emergency Medicine*, [online] 18(3), pp.91–93. doi:<https://doi.org/10.1016/j.tjem.2018.08.001>.
- Al Hassani, W., El Achhab, Y., Taiebine, M. and Nejari, C. (2024). Development and Validation of a Scale to Measure Job Satisfaction among Human Resources for Health in Morocco. *Cureus*, [online] 16(4), p.57438. doi:<https://doi.org/10.7759/cureus.57438>.

Alkan, E., Cushen-Brewster, N. and Anyanwu, P. (2024). Investigating Healthcare Workforce Recruitment and retention: a mixed-methods Study Protocol. *BMJ Open*, [online] 14(2), p.e074100. doi:<https://doi.org/10.1136/bmjopen-2023-074100>.

Allen, N.J. and Meyer, J.P. (1990). Organizational Socialization Tactics: a Longitudinal Analysis of Links to Newcomers' Commitment and Role Orientation. *Academy of Management Journal*, [online] 33(4), pp.847–858. doi:<https://doi.org/10.2307/256294>.

Ambler, T. and Barrow, S. (1996). The Employer Brand. *Journal of Brand Management*, [online] 4(3), pp.185–206. doi:<https://doi.org/10.1057/bm.1996.42>.

Andersen, J.P., Prause, J. and Silver, R.C. (2011). A Step-by-Step Guide to Using Secondary Data for Psychological Research. *Social and Personality Psychology Compass*, [online] 5(1), pp.56–75. doi:<https://doi.org/10.1111/j.1751-9004.2010.00329.x>.

Andersson, F., Holzer, H.J. and Lane, J.I. (2005). *Moving up or moving on*. e-book ed. 112 East, 64th str, New York: Russell Sage Foundation, pp.1–142.

Andrews, M. (2022). Why Strategic Leadership Matters - Professional & Executive Development | Harvard DCE. [online] Professional & Executive Development | Harvard DCE. Available at: <https://professional.dce.harvard.edu/blog/why-strategic-leadership-matters>.

Anjum, R.L. and Mumford, S. (2018). *Same Cause, Same Effect*. [online] Oxford University Press eBooks. Oxford University Press. doi:<https://doi.org/10.1093/oso/9780198733669.003.0005>.

Arruda, W. (2016). 9 Differences Between Being A Leader and A Manager. [online] Forbes. Available at: <https://www.forbes.com/sites/williamarruda/2016/11/15/9-differences-between-being-a-leader-and-a-manager/>.

Babbie, E.R. (2020). *Practice of Social Research*. 15th ed. S.L.: Cengage Learning, pp.1–575.

Bachmann, H., Ligon, R. and Skeritt, D. (2022). The Powerful Role Financial Incentives Can Play in a Transformation. [online] McKinsey & Company. Available at: <https://www.mckinsey.com/capabilities/transformation/our-insights/the-powerful-role-financial-incentives-can-play-in-a-transformation> [Accessed 6 Jan. 2024].

Baron, James N., Hannan, Michael T. and Burton, M. Diane (2001). Labor Pains: Change in Organizational Models and Employee Turnover in Young, High-Tech Firms. *American Journal of Sociology*, [online] 106(4), pp.960–1012. doi:<https://doi.org/10.1086/320296>.

Bass, B.M. and Riggio, R.E. (2006). *Transformational Leadership*. [online] Psychology Press. doi:<https://doi.org/10.4324/9781410617095>.

Benmira, S. and Agboola, M. (2021). Evolution of leadership theory. *BMJ Leader*, [online] 5(1), pp.3–5. doi:<https://doi.org/10.1136/leader-2020-000296>.

Bertani, A., Paola, G.D., Russo, E. and Tuzzolino, F. (2018). How to Describe Bivariate Data. *Journal of Thoracic Disease*, [online] 10(2), pp.1133–1137. doi:<https://doi.org/10.21037/jtd.2018.01.134>.

Blanz, T., Emeis, K.-C. and Siegel, H. (2005). Controls on Alkenone Unsaturation Ratios along the Salinity Gradient between the Open Ocean and the Baltic Sea. *Geochimica Et Cosmochimica Acta*, [online] 69(14), pp.3589–3600. doi:<https://doi.org/10.1016/j.gca.2005.02.026>.

Blowers, R. (2024). Wales Sees Manufacturing Jobs Boost, but Skills Pressure is ‘Severe’. [online] Business News Wales. Available at: <https://businessnewswales.com/wales-sees-manufacturing-jobs-boost-but-skills-pressure-is-severe>.

Boakye, A.N., Asravor, R.K. and Essuman, J. (2023). Work-life Balance as Predictors of Job Satisfaction in the Tertiary Educational Sector. *Cogent Business & Management*, [online] 10(1). doi:<https://doi.org/10.1080/23311975.2022.2162686>.

Bond, C. (2015). Leadership Styles. In: D. Murray and P. Cummins, eds., *Leadership in Sport*, 1st ed. London; New York: Routledge, , Cop, p.45.

Breese, H. (2025). Organisational Culture Survey Shows Widespread Mismatch between Behavior and Policies. [online] Ntu.ac.uk. Available at: <https://www.ntu.ac.uk/about-us/news/news-articles/2025/01/organisational-culture-survey-shows-widespread-mismatch-between-behaviour-and-policies>.

Buivydienė, A., Rapolienė, L., Truš, M. and Jakavonytė-Akstinienė, A. (2025). Connections between Job Satisfaction and depression, anxiety, and Stress among Nurses. *Frontiers in*

Psychology, [online] 16(2025). doi:<https://doi.org/10.3389/fpsyg.2025.1548993>.

Byrnes, K. (2024). Council Post: The Hidden Way Poor Leadership Causes Turnover. Forbes. [online] 12 Aug. Available at: <https://www.forbes.com/councils/forbescoachescouncil/2021/06/03/the-hidden-way-poor-leadership-causes-turnover/>.

Cain, M.K., Zhang, Z. and Yuan, K.-H. (2017). Univariate and Multivariate Skewness and Kurtosis for Measuring nonnormality: Prevalence, Influence and Estimation. Behavior Research Methods, [online] 49(5), pp.1716–1735. doi:<https://doi.org/10.3758/s13428-016-0814-1>.

Careers Wales (2025). Future Jobs Wales. [online] Gov.wales. Available at: <https://careerswales.gov.wales/future-jobs-wales/jobs-in-manufacturing>.

Carey, J.W. (1993). Linking Qualitative and Quantitative Methods: Integrating Cultural Factors into Public Health. Qualitative Health Research, 3(3), pp.298–318. doi:<https://doi.org/10.1177/104973239300300303>.

Carlyle, T. (2024). On Heroes and Hero-Worship and Heroic in History. OOP ed. Books on Demand.

Carraro, E., Rapisarda, P., Maran, D.A., Filippetti, S., Palella, M., Pellegrino, E., Ferrante, M., La Torre, G. and Fiore, M. (2024). Remote Workers' Life Quality and Stress during COVID-19: a Systematic Review. European Journal of Public Health, [online] 35(1), pp.141–152. doi:<https://doi.org/10.1093/eurpub/ckae167>.

Carter, K. (2018). How Much Does Employee Turnover Cost Your Business? [online] Croner. Available at: <https://croner.co.uk/resources/culture-performance/cost-of-staff-turnover>.

Chartered Institute of Personnel and Development. (2025). Role of HR in Selecting and Developing Senior Leaders Report. [online] CIPD, London UK: Chartered Institute of Personnel and Development., pp.4–24. Available at: <https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/2025-pdfs/8905-role-of-hr-selecting-developing-leaders.pdf>.

Chayomchai, A., Promprasert, P., Katchamat, C. and Nokmon, C. (2023). Single View – International Journal of Current Science Research and Review. International Journal of Current Science Research and Review, [online] 6(12), pp.7718–7723. doi:<https://doi.org/10.47191/ijcsrr/V6-i12-27>.

CIPD (2023). CIPD | Employee Turnover & Retention | Factsheets. [online] CIPD. Available at: <https://www.cipd.org/uk/knowledge/factsheets/turnover-retention-factsheet/#Whydo>.

Clark, R.G., Blanchard, W., Hui, F.K.C., Tian, R. and Woods, H. (2023). Dealing with Complete Separation and quasi-complete Separation in Logistic Regression for Linguistic Data. Research Methods in Applied Linguistics, [online] 2(1), pp.100044–100044. doi:<https://doi.org/10.1016/j.rmal.2023.100044>.

Cockett, J. (2024). Benchmarking Employee turnover: What Are the Latest Trends and Insights? [online] CIPD. Available at: <https://www.cipd.org/uk/views-and-insights/thought-leadership/cipd-voice/benchmarking-employee-turnover/>.

Connaughton, M. and Dunphy, M. (2025). Private Sector Pay and Employment 2025. [online] CIPD, 151 The Broadway, London, UK: The Chartered Institute of Personnel and Development, p.2. Available at: <https://www.cipd.org/ie/knowledge/reports/private-sector-pay-survey>.

Conner, T. (2025). Employers Have a Crucial Role to Play in Addressing This issue. considering 72% of Employees Say They Want Mor. [online] Drewberryinsurance.co.uk. Available at: <https://www.drewberryinsurance.co.uk/news/employee-benefits/employees-dont-understand-pensions>.

Costin, A., Roman, A.F. and Balica, R.-S. (2023). Remote Work burnout, Professional Job Stress, and Employee Emotional Exhaustion during the COVID-19 Pandemic. Frontiers in Psychology, [online] 14(2023). doi:<https://doi.org/10.3389/fpsyg.2023.1193854>.

Crant, J. (2000). Proactive behavior in organizations. Journal of Management, [online] 26(3), pp.435–462. doi:[https://doi.org/10.1016/s0149-2063\(00\)00044-1](https://doi.org/10.1016/s0149-2063(00)00044-1).

Creswell, J. (2014). Research design: Qualitative, quantitative, and Mixed Methods Approaches. 4th ed. London: Sage Publications Ltd, pp.137–161.

- Creswell, J.W. and Poth, C.N. (2018). *Qualitative Inquiry and Research Design*. 4th ed. Newcastle-Upon-Tyne, Tyne & Wear, NE28 9EJ: SAGE Publications, pp.11–414.
- Crosby, G. (2021). Lewin’s Democratic Style of Situational Leadership: a Fresh Look at a Powerful OD Model. *The Journal of Applied Behavioral Science*, [online] 57(3), p.002188632097981. doi:<https://doi.org/10.1177/0021886320979810>.
- Cumbers, A. (2020). *The Case for Economic Democracy*. 1st ed. USA: Polity Press, pp.1–105.
- Davino, C., Romano, R. and Vistocco, D. (2022). Handling Multicollinearity in Quantile Regression through the Use of Principal Component Regression. *METRON*, 80(-), pp.153–174. doi:<https://doi.org/10.1007/s40300-022-00230-3>.
- Dewi, R.S. and Nurhayati, M. (2020). The Effect of Career Development on Turnover Intention with Job Satisfaction and Organizational Commitment as Mediators, Study at PT Control Systems Arena Para Nusa. *European Journal of Business Management*, [online] 6(4), pp.11–18. doi:<https://doi.org/10.24018/ejbmr.2021.6.4.918>.
- Fan, J. (2025). Motivation and Job Satisfaction as Drivers of Productivity: A Comprehensive Literature Review. *Advances in Economic Management*, [online] 163(1), pp.155–160. doi:<https://doi.org/10.54254/2754-1169/2025.20680>.
- Fantahun, B., Dellie, E., Worku, N. and Debie, A. (2023). Organizational Commitment and Associated Factors among Health Professionals Working in Public Hospitals of Southwestern Oromia, Ethiopia. *BMC Health Services Research*, [online] 23(1). doi:<https://doi.org/10.1186/s12913-023-09167-3>.
- Fernández-Mesa, A., Llopis, O., García-Granero, A. and Olmos-Peñuela, J. (2019). Enhancing Organisational Commitment through Task significance: the Moderating Role of Openness to Experience. *European Management Journal*, [online] 38(4), pp.602–612. doi:<https://doi.org/10.1016/j.emj.2019.12.010>.
- Field, A. (2018). *Discovering Statistics Using IBM SPSS Statistics*. 5th ed. [online] London: Sage. Available at: <http://repo.darmajaya.ac.id/5678/1/Discovering>.
- Fields, D. (2012). *Taking the Measure of Work: a Guide to Validated Scales for*

Organizational Research and Diagnosis. 2nd ed. [online] USA: SAGE Publications, Inc., pp.67–120. doi:<https://doi.org/10.4135/9781452231143>.

Filippi, S., Yerkes, M., Bal, M., Hummel, B. and Wit, J. de (2022). (Un)deserving of work-life balance? A Cross-Country Investigation of People's Attitudes Towards work-life Balance Arrangements for Parents and Childfree Employees. *Community Work & Family*, [online] 27(1), pp.116–134. doi:<https://doi.org/10.1080/13668803.2022.2099247>.

Flamini, S. (2023). How to Solve Manufacturing's Talent Problem. [online] Definiteoptimist.co. Available at: <https://www.definiteoptimist.co/p/how-to-solve-manufacturings-talent> [Accessed 19 Sep. 2025].

Friesner, T. (2011). (PDF) History of Swot Analysis. [online] ResearchGate. Available at: https://www.researchgate.net/publication/288958760_History_of_swot_analysis.

Frost, J. (2017). Multicollinearity in Regression Analysis: Problems, Detection, and Solutions. [online] Statistics by Jim. Available at: <https://statisticsbyjim.com/regression/multicollinearity-in-regression-analysis/> [Accessed 3 Oct. 2025].

Gašić, D., Berber, N., Slavić, A., Strugar Jelača, M., Marić, S., Bjekić, R. and Aleksić, M. (2024). The Key Role of Employee Commitment in the Relationship between Flexible Work Arrangements and Employee Behavior. *Sustainability*, [online] 16(22), p.10067. doi:<https://doi.org/10.3390/su162210067>.

Gaur, J. and tarkar, Preeti (2025). Relationship Between Work life Balance with Job Satisfaction in Organization: A Systematic Review of Empirical Research. *Management*, 29(1), pp.826–855. doi:<https://doi.org/10.58691/man/207992>.

Gayathri, R., Shivaprasad, G. and Babu, R. (2022). Hr. Analytics and Business Performance- A Mediation Model. *Academy of Marketing Studies Journal*, [online] 26(2), pp.1–7. doi:<https://doi.org/AMSJ-21-10591>.

Gelfand, M.J., Leslie, L.M., Keller, K. and de Dreu, C. (2012). Conflict Cultures in organizations: How Leaders Shape Conflict Cultures and Their organizational-level consequences. *Journal of Applied Psychology*, [online] 97(6), pp.1131–1147. doi:<https://doi.org/10.1037/a0029993>.

Giermindl, L.M., Strich, F., Christ, O., Leicht-Deobald, U. and Redzepi, A. (2021). The Dark Sides of People analytics: Reviewing the Perils for Organisations and Employees. *European Journal of Information Systems*, 31(3), pp.1–26.

doi:<https://doi.org/10.1080/0960085X.2021.1927213>.

Goleman, D., Boyatzis, R. and McKee, A. (2013). *Primal Leadership: Learning to Lead with Emotional Intelligence*. 3rd ed. Boston, Mass.: Harvard Business School Press, pp.3–253.

Gooberman, L. and Curtis, B. (2019). The Age of factories: the Rise and Fall of Manufacturing in South Wales, 1945-1985. [online] Educational Researcher, Wales: orca.cardiff.ac.uk/, pp.1–25. Available at: <https://orca.cardiff.ac.uk/id/eprint/125184/1/Gooberman>.

Goretzki, L., Reuter, M., Sandberg, J. and Thulin, G. (2022). Making Sense of Employee Satisfaction Measurement – a Technological Frames of Reference Perspective. *The British Accounting Review*, [online] 54(1), p.101032. doi:<https://doi.org/10.1016/j.bar.2021.101032>.

Gov.Wales.org (2022). Labour market and travel to work in Wales (Census 2021) [HTML] | GOV.WALES. [online] GOV.WALES. Available at: <https://www.gov.wales/labour-market-and-travel-work-wales-census-2021-html>.

Gov.Wales.org (2024). A Guide to Fair Work | GOV.WALES. [online] GOV.WALES. Available at: <https://www.gov.wales/guide-fair-work>.

Gov.Wales.org (2025). Business, Economy and Innovation | Topic | GOV.WALES. [online] GOV.WALES. Available at: <https://www.gov.wales/business-economy-innovation>.

Grodelj, M., Cerne, M., Penger, S. and Grah, B. (2020). Authentic and Transformational Leadership and Innovative Work Behavior: the Moderating Role of Psychological Empowerment. *European Journal of Innovation Management*, [online] 24(3), pp.677–706. doi:<https://doi.org/10.1108/ejim-10-2019-0294>.

Hackman, J. Richard. and Oldham, G.R. (1976). Motivation through the Design of Work: Test of a Theory. *Organizational Behavior and Human Performance*, [online] 16(2), pp.250–279. doi:[https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7).

Hall, J. (2019). The Cost of Turnover Can Kill Your Business and Make Things Less Fun.

[online] Forbes. Available at: <https://www.forbes.com/sites/johnhall/2019/05/09/the-cost-of-turnover-can-kill-your-business-and-make-things-less-fun/>.

Hamaker, E.L., Mulder, J.D. and IJzendoorn, van (2020). Description, Prediction and Causation: Methodological Challenges of Studying Child and Adolescent Development. *Developmental Cognitive Neuroscience*, [online] 46(2020), pp.100867–100867. doi:<https://doi.org/10.1016/j.dcn.2020.100867>.

Hammouri, H.M., Sabo, R.T., Alsaadawi, R. and Kheirallah, K.A. (2020). Handling Skewed Data: a Comparison of Two Popular Methods. *Applied Sciences*, [online] 10(18), p.6247. doi:<https://doi.org/10.3390/app10186247>.

Hancock, A.J., Gellatly, I.R., Walsh, M.M., Arnold, K.A. and Connelly, C.E. (2021). Good, Bad, and Ugly Leadership Patterns: Implications for Followers' Work-Related and Context-Free Outcomes. *Journal of Management*, [online] 49(2), pp.640–676. doi:<https://doi.org/10.1177/01492063211050391>.

Hardcastle, F. (2021). Cost of Staff Training: How Much Does It Cost to Train Your Employees? - Baltic Apprenticeships. [online] Baltic Apprenticeships. Available at: <https://www.balticapprenticeships.com/blog/cost-of-staff-training-how-much-does-it-cost-to-train-your-employees/>.

Hay, C. (2015). What Do low-paid Workers Think Would Improve Their Working lives? [online] Joseph Rowntree Foundation. JRF: Joseph Rowntree Foundation. Available at: <https://www.jrf.org.uk/public-attitudes/what-do-low-paid-workers-think-would-improve-their-working-lives>.

Helms, M.M. and Nixon, J. (2010). Exploring SWOT Analysis – Where Are We Now? *Journal of Strategy and Management*, 3(3), pp.215–251. doi:<https://doi.org/10.1108/17554251011064837>.

Herschell, A.D., Kolko, D.J., Hart, J.A., Brabson, L.A. and Gavin, J.G. (2020). Mixed Method Study of Workforce Turnover and evidence-based Treatment Implementation in Community Behavioral Health Care Settings. *Child Abuse & Neglect*, [online] 102(April), pp.104419–104419. doi:<https://doi.org/10.1016/j.chiabu.2020.104419>.

Herzberg, F., Mausner, B. and Snyderman, B.B. (2017). *The Motivation to Work*. 2nd ed. 2

Park Square, Milton Park, Abingdon, Oxon OX14 4RN 711 Third Avenue, New York, NY 10017, USA: Routledge, p.59.

Herzberg, F.H. (2003). One More Time: How Do You Motivate Employees? [online] Harvard Business Review. Available at: <https://hbr.org/2003/01/one-more-time-how-do-you-motivate-employees> [Accessed 7 Oct. 2024].

Hewett, M. (2022). Ethics and toxic high-workload environments. *British Journal of General Practice*, [online] 72(718), pp.226–227. doi:<https://doi.org/10.3399/bjgp22x719333>.

Hickok, H. (2021). Why Toxic Workplace Cultures Follow You Home. [online] Bbc.co.uk. Available at: <https://www.bbc.co.uk/worklife/article/20210330-why-toxic-workplace-cultures-follow-you-home>.

Hitchman, L.H. and Chetter, I.C. (2023). Research methods for clinical surgeons. *Surgery (Oxford)*, [online] 41(8), pp.511–515. doi:<https://doi.org/10.1016/j.mpsur.2023.05.003>.

Hooson, M. (2025). UK Remote and Hybrid Working Statistics 2025. [online] Forbes Advisor UK. Available at: <https://www.forbes.com/uk/advisor/business/remote-work-statistics/> [Accessed 23 Sep. 2025].

Inga, K., Reiss, L.K., Guenther, E.A., Clar-Novak, M. and Muhr, S.L. (2023). Unconscious Bias in the HRM literature: Towards a critical-reflexive Approach. *Human Resource Management Review*, [online] 33(3), pp.100969–100969. doi:<https://doi.org/10.1016/j.hrmr.2023.100969>.

Jackson, I. (2024). Quarter of the Workforce Moving Jobs in the next Six months, Research Finds. [online] Peoplemanagement.co.uk. Available at: <https://www.peoplemanagement.co.uk/article/1875208/quarter-workforce-moving-jobs-next-six-months-research-finds>.

Jamaludin, N.L. and Kamal, S.A. (2023). (PDF) the Relationship between Remote Work and Job Satisfaction: The Mediating Role of Perceived Autonomy. *Information Management and Business Review*, [online] 15(3), pp.10–22. doi:[https://doi.org/10.22610/imbr.v15i3\(SI\).3453](https://doi.org/10.22610/imbr.v15i3(SI).3453).

Janse, R.J., Hoekstra, T., Jager, K.J., Zoccali, C., Tripepi, G., Dekker, F.W. and van Diepen,

- M. (2021). Conducting Correlation analysis: Important Limitations and Pitfalls. *Clinical Kidney Journal*, [online] 14(11), pp.2332–2337. doi:<https://doi.org/10.1093/ckj/sfab085>.
- Johnson, J.L. and O’Leary-Kelly, A.M. (2003). The Effects of Psychological Contract Breach and Organizational Cynicism: Not All Social Exchange Violations Are Created Equal. *Journal of Organizational Behavior*, [online] 24(5), pp.627–647. doi:<https://doi.org/10.1002/job.207>.
- Kabungaidze, T., Mahlatshana, N. and Ngirande, H. (2013). The Impact of Job Satisfaction and Some Demographic Variables on Employee Turnover Intentions. *International Journal of Business Administration*, 4(1), pp.53–65. doi:<https://doi.org/10.5430/ijba.v4n1p53>.
- Keele, L., Stevenson, R.T. and Elwert, F. (2019). The Causal Interpretation of Estimated Associations in Regression Models. *Political Science Research and Methods*, [online] 8(1), pp.1–13. doi:<https://doi.org/10.1017/psrm.2019.31>.
- Kelly, J. (2025). How to Maintain Work-Life Balance: Tips for Employees and Employers. [online] *Forbes*. Available at: <https://www.forbes.com/sites/jackkelly/2025/01/23/how-to-maintain-work-life-balance-and-what-companies-can-do-to-help/>.
- Kelly, M.M., Martin-Peters, T. and Farber, J.S. (2024). Secondary Data Analysis: Using Existing Data to Answer New Questions. *Journal of Pediatric Health Care*, [online] 38(4), pp.615–618. doi:<https://doi.org/10.1016/j.pedhc.2024.03.005>.
- Khatwani, M.K. and Panhwar†, F.Y. (2020). Objectivity in Social Research: a Critical Analysis. *Asia-Pacific - Annual Research Journal of Far East & Southeast Asia*, 37(2019), pp.126–142. doi:<https://doi.org/10.47781/asia-pacific.vol37.iss0.695>.
- Kim, H.-Y. (2013). Statistical Notes for Clinical researchers: Assessing Normal Distribution (2) Using Skewness and Kurtosis. *Restorative Dentistry & Endodontics*, [online] 38(1), p.52. doi:<https://doi.org/10.5395/rde.2013.38.1.52>.
- Kirkup, J. and Petrie, K. (2020). Job Switching and Wage Growth for low-income Workers a Discussion Paper. JRF: Joseph Rowntree Foundation, pp.3–25.
- Kittle, J. (2025). The Great Resignation’s Impact on Nursing: a Phenomenological Study. *International Nursing Review*, [online] 72(2). doi:<https://doi.org/10.1111/inr.70046>.

Kohntopp, T. and McCann, J. (2018). *Servant Leadership in the Workplace*. 1st ed. Springer eBooks, London UK: Springer Nature, pp.301–328. doi:https://doi.org/10.1007/978-3-319-62163-0_11.

Komm, A., Pollner, F., Schaninger, B. and Sikka, S. (2021). *The New possible: How HR Can Help Build the Organization of the Future*. [online] McKinsey & Company. Available at: <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-new-possible-how-hr-can-help-build-the-organization-of-the-future>.

Kosteas, V.D. (2024). Should Companies Bear the Cost of Employee training? - LSE Business Review. [online] LSE Business Review - Social Sciences for Business, Markets, and Enterprises. Available at: <https://blogs.lse.ac.uk/businessreview/2024/07/05/should-companies-bear-the-cost-of-employee-training/>.

Kounin, J.S. and Gump, P.V. (1958). The Ripple Effect in Discipline. *The Elementary School Journal*, [online] 59(3), pp.158–162. doi:<https://doi.org/10.1086/459706>.

Kreitchmann, R.S., Abad, F.J., Ponsoda, V., Nieto, M.D. and Morillo, D. (2019). Controlling Response Biases in Self-Report Scales: Forced-Choice vs. Psychometric Modeling of Likert Items. *Frontiers in Psychology*, [online] 10(2019), pp.1–11. doi:<https://doi.org/10.3389/fpsyg.2019.02309>.

Krueger, P., Brazil, K., Lohfeld, L., Edward, H.G., Lewis, D. and Tjam, E. (2002). Organization specific predictors of job satisfaction: findings from a Canadian multi-site quality of work life cross-sectional survey. *BMC Health Services Research*, [online] 2(1). doi:<https://doi.org/10.1186/1472-6963-2-6>.

Kumar K, Dr.C. (2025). A Study on Work-Life Balance and Its Effect on Employee Productivity. *International Journal of Advances in Engineering and Management*, [online] 7(3), pp.805–809. doi:<https://doi.org/10.35629/5252-0703805809>.

Kundi, G.M., Mughal, Y.H., Albejaidi, F. and Pasha, S.A. (2021). An Empirical Study on the Job Satisfaction and Turnover Intention of health-care professionals: Moderated Moderation Approach. *International Journal of Health Sciences*, [online] 15(4), p.10. doi:<https://doi.org/1658-3639>.

Larson, R.B. (2018). Controlling Social Desirability Bias. *International Journal of Market*

Research, [online] 61(5), pp.534–547. doi:<https://doi.org/10.1177/1470785318805305>.

Lee, C. and Kim, K. (2024). Analysis of Job Satisfaction and Turnover Intention According to the Characteristics of Forest Industry Workers. *Forests*, [online] 15(11), pp.1899–1899. doi:<https://doi.org/10.3390/f15111899>.

Lee, C., Lee, B., Choi, I. and Kim, J. (2023). Exploring Determinants of Job Satisfaction: a Comparison between Survey and Review Data. *Sage Open*, [online] 13(4). doi:<https://doi.org/10.1177/21582440231216528>.

Lee, M., Oh, K. and Kim, H. (2025). Effects of Organizational Culture and Pay Levels on Employee Retention: Focused on Generational Difference. *Administrative Sciences*, [online] 15(4), pp.125–125. doi:<https://doi.org/10.3390/admsci15040125>.

Leep-Lazar, K., Ma, C. and Stimpfel, A.W. (2025). Factors Associated with Intent to Leave the Nursing Profession in the United States: An Integrative Review. *Research in Nursing & Health*, [online] 48(4), pp.429–440. doi:<https://doi.org/10.1002/nur.22465>.

Leiter, M.P. (2021). Assessment of Workplace Social Encounters: Social Profiles, Burnout, and Engagement. *International Journal of Environmental Research and Public Health*, [online] 18(7), pp.3533–3533. doi:<https://doi.org/10.3390/ijerph18073533>.

Lepak, S. (2021). 2025 Comprehensive Guide to Employee Turnover. [online] Matterapp.com. Available at: <https://matterapp.com/blog/employee-turnover> [Accessed 22 Sep. 2025].

Lin, M.-H., Yen, Y.-H., Chuang, T.-F., Yang, P.-S. and Chuang, M.-D. (2024). The impact of job stress on job satisfaction and turnover intentions among bank employees during the COVID-19 pandemic. *Frontiers in Psychology*, [online] 15(2025). doi:<https://doi.org/10.3389/fpsyg.2024.1482968>.

Lindner, T., Puck, J. and Verbeke, A. (2019). Misconceptions about Multicollinearity in International Business research: Identification, consequences, and Remedies. *Journal of International Business Studies*, 51(3), pp.283–298. doi:<https://doi.org/10.1057/s41267-019-00257-1>.

Liu, M., Yang, B. and Song, Y. (2024). Research on Predicting the Turnover of Graduates

Using an Enhanced Random Forest Model. *Behavioral Sciences*, [online] 14(7), pp.562–562. doi:<https://doi.org/10.3390/bs14070562>.

Locke, E.A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, [online] 4(4), pp.309–336. doi:[https://doi.org/10.1016/0030-5073\(69\)90013-0](https://doi.org/10.1016/0030-5073(69)90013-0).

Loretto, W., White, P. and Duncan, C. (2000). Something for nothing? *Employee Relations*, [online] 22(3), pp.260–271. doi:<https://doi.org/10.1108/01425450010332532>.

Lukas Goretzki, Reuter, M., Sandberg, J. and Thulin, G. (2021). Making Sense of Employee Satisfaction Measurement – a Technological Frames of Reference Perspective. *The British Accounting Review*, [online] 54(1), pp.101032–101032. doi:<https://doi.org/10.1016/j.bar.2021.101032>.

MacArthur, H.V. (2024). Toxic Workplaces: Recognizing the Silent Career Killer. [online] *Forbes*. Available at: <https://www.forbes.com/sites/hvmacarthur/2024/10/29/toxic-workplaces-the-silent-career-killer/>.

Madrid, H.P., Barros, E. and Vasquez, C.A. (2020). The Emotion Regulation Roots of Job Satisfaction. *Frontiers in Psychology*, [online] 11(2020), pp.1–6. doi:<https://doi.org/10.3389/fpsyg.2020.609933>.

Maheshwari, S.K. and Yadav, J. (2019). The Role of HR in Leadership Development. *Development in Learning Organizations an International Journal*, [online] 33(5), pp.20–23. doi:<https://doi.org/10.1108/dlo-11-2018-0141>.

Mansournia, M.A., Geroldinger, A., Greenland, S. and Heinze, G. (2017). Separation in Logistic Regression: Causes, Consequences, and Control. *American Journal of Epidemiology*, [online] 187(4), pp.864–870. doi:<https://doi.org/10.1093/aje/kwx299>.

Massueras, S. (2024). What Can We Do About Our Toxic Workplaces? [online] *Peoplemanagement.co.uk*. Available at: <https://www.peoplemanagement.co.uk/article>.

Matthews, N. (2023). 3 in 5 young people are unlikely to consider manufacturing careers. [online] *The Manufacturer*. Available at: <https://www.themanufacturer.com/articles/3-in-5-young-people-are-unlikely-to-consider-manufacturing-careers>.

McGovern, M. (2025). How to Identify a Toxic Culture and 11 Ways to Fix It. [online] *HR*

Morning. Available at: <https://www.hrmorning.com/articles/identify-and-fix-toxic-culture-at-work>.

McGregor, D. (2005). *The Human Side of Enterprise*. eBook ed. New York: McGraw-Hill, pp.3–256.

Menezes, D.B.S., Gumashivili, M. and Kanokon, K. (2025). The Role of Talent Management in Enhancing Employee Retention: Mediating the Influence of Psychological Empowerment. *Sustainability*, [online] 17(7), pp.3277–3277. doi:<https://doi.org/10.3390/su17073277>.

Meyer, J.P. and Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, [online] 1(1), pp.61–89. doi:[https://doi.org/10.1016/1053-4822\(91\)90011-z](https://doi.org/10.1016/1053-4822(91)90011-z).

Mohn, E. (2024). Jacob Kounin's Classroom Management Research. [online] EBSCO. Available at: <https://www.ebsco.com/research-starters/education/jacob-kounins-classroom-management-research>.

Montuori, P., Sorrentino, M., Sarnacchiaro, P., Di Duca, F., Nardo, A., Ferrante, B., D'Angelo, D., Di Sarno, S., Pennino, F., Masucci, A., Triassi, M. and Nardone, A. (2022). Job Satisfaction: Knowledge, Attitudes, and Practices Analysis in a Well-Educated Population. *International Journal of Environmental Research and Public Health*, [online] 19(21), p.14214. doi:<https://doi.org/10.3390/ijerph192114214>.

Moore, C. (2016). Gravitational Waves Detected 100 Years after Einstein's Prediction. [online] University of Cambridge. Available at: <https://www.cam.ac.uk/research/news/gravitational-waves-detected-100-years-after-einsteins-prediction>.

Motsaathebe, K.D. and Molefi, M.A. (2025). Organizational Commitment at a Provincial Department in South Africa. *Businesses*, [online] 5(2), pp.21–21. doi:<https://doi.org/10.3390/businesses5020021>.

Muijs, D. (2022). *Doing Quantitative Research in Education with IBM SPSS Statistics*. 3rd ed. 1, Olivers Road, London.: SAGE, pp.1–219.

Murphy, I.M. (2024). Navigating the Growing Mistrust between Employees and Human

Resources - Expert Human Resources Consultants. [online] Expert Human Resources Consultants. doi:<http://newfocushr.com/2024/08/26/navigating-the-growing-mistrust-between-employees-and-human-resources/>.

Namal, M.K., Tufan, C., Mert, I.S. and Arun, K. (2024). Decent Work, Employee Satisfaction, and the Mediating Role of Social Courage in Reducing Turnover. *SAGE Open*, [online] 14(2). doi:<https://doi.org/10.1177/21582440241242060>.

Nickerson, C. (2023). Positivism in Sociology: Definition, Theory & Examples. [online] Simply Psychology. Available at: <https://www.simplypsychology.org/positivism-in-sociology-definition-theory-examples.html>.

Nielsen, K., Angelis, M.D., Siw Tone Innstrand and Mazzetti, G. (2022). Quantitative Process Measures in Interventions to Improve Employees' Mental health: a Systematic Literature Review and the IPEF Framework. *Work & Stress*, [online] 37(1), pp.1–26. doi:<https://doi.org/10.1080/02678373.2022.2080775>.

Nunes, A. and Palma-Moreira, A. (2024). Toxic Leadership and Turnover Intentions: The Role of Burnout Syndrome. *Administrative Sciences*, [online] 14(12), pp.340–340. doi:<https://doi.org/10.3390/admsci14120340>.

Nur, Norhayati, W., Anuar, A., Lin, T.Y. and Zainudin, Z.N. (2024). Effect of Work-Life Balance on Employees' Well-Being. *Open Journal of Social Sciences*, [online] 12(12), pp.705–718. doi:<https://doi.org/10.4236/jss.2024.1212044>.

Obeng, A.F., Zhu, Y., Quansah, P.E., Ntarmah, A.H. and Cobbinah, E. (2021). High-Performance Work Practices and Turnover Intention: Investigating the Mediating Role of Employee Morale and the Moderating Role of Psychological Capital. *SAGE Open*, [online] 11(1). doi:<https://doi.org/10.1177/2158244020988557>.

Obeng, H.A., Atan, T. and Arhinful, R. (2025). Exploring Organizational politics, psychological well-being, work-life balance, and Turnover Intentions in Ghanaian hospitals: a Conservation of Resource Theory Perspective. *BMC Health Services Research*, [online] 25(1). doi:<https://doi.org/10.1186/s12913-025-13056-2>.

Park, Y.S., Konge, L. and Artino, A.R. (2020). The Positivism Paradigm of Research. *Academic Medicine*, [online] 95(5), pp.690–694.

doi:<https://doi.org/10.1097/acm.0000000000003093>.

Parsons, G. (2024). The True Cost of Employing Someone on Minimum Wage in 2025 - Talk Staff. [online] Talk Staff. Available at: <https://www.talkstaff.co.uk/true-cost-employing-minimum-wage-2025>.

Parulian, R., Reza, B., Suryono, I. and Junianti, E. (2024). A Systematic review: Employee Turnover, Compensation and Benefit to Increase Employee Performance. *Asian Journal of Applied Business and Management*, [online] 3(1), pp.21–28.

doi:<https://doi.org/10.55927/ajabm.v3i1.5090>.

Pattali, S., Sankar, J.P., Qahtani, H.A., Menon, N. and Faizal, S. (2024). Effect of Leadership Styles on Turnover Intention among Staff Nurses in Private hospitals: the Moderating Effect of Perceived Organizational Support. *BMC Health Services Research*, [online] 24(1), p. Online Article. doi:<https://doi.org/10.1186/s12913-024-10674-0>.

Philip, D. (2017). Employee and employer attitudes to pensions as a workplace benefit What do they really think? [online] The People Pension, p.6. Available at: <https://thepeoplespension.co.uk/wp-content/uploads/2017/10/Pensions-as-a-workplace-benefit-research-report.pdf>.

Pladdys, J. (2024). Mitigating Workplace Burnout through Transformational Leadership and Employee Participation in Recovery Experiences. *HCA Healthcare Journal of Medicine*, [online] 5(3). doi:<https://doi.org/10.36518/2689-0216.1783>.

Prasad, K.D.V., Rao, M., Vaidya, R., Sriyogi, K., Singh, S. and Srinivas, V. (2025). The Relationship between work-life Balance and Psychological well-being: an Empirical Study of Metro Rail Travelers Working in the Information Technology Sector. *Frontiers in Psychology*, [online] 15(2024). doi:<https://doi.org/10.3389/fpsyg.2024.1472885>.

Prematunga, R.K. (2012). Correlational Analysis. *Australian Critical Care*, [online] 25(3), pp.195–199. doi:<https://doi.org/10.1016/j.aucc.2012.02.003>.

Press, R. (2023). Job Satisfaction: Unlocking Employee Engagement & Happiness. [online] Makingbusinessmatter.co.uk. Available at: <https://www.makingbusinessmatter.co.uk/job-satisfaction> [Accessed 28 Sep. 2025].

Pujowati, E.S.E. and Aswan, M.K. (2025). Work-Life Balance Strategies and Their Influence on Employee Productivity. *Journal of Business Management and Economic Development*, [online] 3(01), pp.236–247. doi:<https://doi.org/10.59653/jbmed.v3i01.1354>.

Puyt, R., Lie, F.B., Jan, F. and Wilderom, C.P.M. (2020). Origins of SWOT Analysis. *Academy of Management Proceedings*, [online] 2020(1), pp.17416–17416. doi:<https://doi.org/10.5465/ambpp.2020.132>.

Rahman, A. and Muktadir, G. (2021). SPSS: an Imperative Quantitative Data Analysis Tool for Social Science Research. *International Journal of Research and Innovation in Social Science*, [online] 05(10), pp.300–302. doi:<https://doi.org/10.47772/IJRISS.2021.51012>.

Reslan, F.B., Hassanie, S., Uludag, O., Boukarroum, S. and Al Maalouf, N.J. (2025). Toxic Work Environment: the Impact of Toxic Leadership and Workplace Bullying on Employees' Innovative Work Behavior and Affective Commitment. *Cogent Business & Management*, [online] 12(1). doi:<https://doi.org/10.1080//23311975.2025.2498068>.

Riccucci, N.M. and Saidel, J.R. (1997). The Representativeness of State-Level Bureaucratic Leaders: A Missing Piece of the Representative Bureaucracy Puzzle. *Public Administration Review*, [online] 57(5), pp.423–423. doi:<https://doi.org/10.2307/3109988>.

Richardson, B. (2023). Employee Retention Statistics 2023 - Acuity Training. [online] www.acuitytraining.co.uk. Available at: <https://www.acuitytraining.co.uk/news-tips/employee-retention-statistics/>.

Ried, L., Eckerd, S. and Kaufmann, L. (2022). Social Desirability Bias in PSM Surveys and Behavioral experiments: Considerations for Design Development and Data Collection. *Journal of Purchasing and Supply Management*, [online] 28(1), pp.1–6. doi:<https://doi.org/10.1016/j.pursup.2021.100743>.

Runyi, E.F. (2017). The Application of Binary Logistic Regression Analysis on Staff Performance Appraisal. *Science Journal of Applied Mathematics and Statistics*, [online] 5(4), p.164. doi:<https://doi.org/10.11648/j.sjams.20170504.15>.

Rusakov, D.A. (2022). A Misadventure of Correlation Coefficient. *Trends in Neurosciences*, [online] 46(2), pp.94–96. doi:<https://doi.org/10.1016/j.tins.2022.09.009>.

Saridakis, G. and Cooper, C.L. (2017). *Research Handbook on Employee Turnover*. 2nd ed. Cheltenham, UK; Northampton, MA: Edward Elgar Publishing, pp.1–347.

Schaffer, R.H. and Williams, D. (1953). Job Satisfaction as Related to Need Satisfaction in work. *Psychological Monographs: General and applied*, [online] 67(14), pp.1–29.
doi:<https://doi.org/10.1037/h0093658>.

Schober, P., Boer, C. and Schwarte, L.A. (2018). Correlation Coefficients: Appropriate Use and Interpretation. *Anesthesia & Analgesia*, [online] 126(5), pp.1763–1768.
doi:<https://doi.org/10.1213/ane.0000000000002864>.

Shiri, R., El-Metwally, A., Sallinen, M., Pöyry, M., Härmä, M. and Toppinen-Tanner, S. (2023). The Role of Continuing Professional Training or Development in Maintaining Current Employment: a Systematic Review. *Healthcare*, [online] 11(21), p.2900.
doi:<https://doi.org/10.3390/healthcare11212900>.

Sigma Recruitment (2025). *Manufacturing Outlook Wales Forecast* | Sigma Recruitment. [online] Sigma Recruitment. Available at: <https://www.sigmarecruitment.co.uk/sigma-news/outlook-manufacturing-wales/>.

Singh, M. and Juneja, A. (2025). Impact of Work-Life Balance on Workplace Stress Among Employees. *International Journal for Multidisciplinary Research*, [online] 7(3).
doi:<https://doi.org/10.36948/ijfmr.2025.v07i03.46342>.

Skelton, A.R., Nattress, D. and Dwyer, R.J. (2019). Predicting Manufacturing Employee Turnover Intentions. *Journal of Economics Finance and Administrative Science*, [online] 25(49), pp.101–117. doi:<https://doi.org/10.1108/jefas-07-2018-0069>.

Smith, J.B. and Carter, H. (1999). *Wales | History, Geography, Facts, & Points of Interest*. [online] Encyclopedia Britannica. Available at: <https://www.britannica.com/place/Wales/Economy>.

Smollan, R.K. and Mooney, S.K. (2024). The Bright Side and Dark Side of Performance expectations: the Role of Organizational Culture and the Impact on Employee Performance and Wellbeing. *International Studies of Management & Organization*, [online] 54(3), pp.218–237. doi:<https://doi.org/10.1080//00208825.2024.2320580>.

Spector, B.A. (2016). Carlyle, Freud, and the Great Man Theory More Fully Considered. *Leadership*, [online] 12(2), pp.250–260. doi:<https://doi.org/10.1177/1742715015571392>.

Speicher, L.L. and Francis, D. (2022). Improving Employee Experience: Reducing Burnout, Decreasing Turnover and Building Well-being. *Clinical Gastroenterology and Hepatology*, [online] 21(1), pp.11–14. doi:<https://doi.org/10.1016/j.cgh.2022.09.020>.

Srivastava, G.N., Sharma, H., Agrwal, R.N. and Jain, A.K. (2025). Analyzing Employee Attrition of Research and Development Firms Using Mixed Methods. *Cogent Business & Management*, [online] 12(1), pp.1–24. doi:<https://doi.org/10.1080/23311975.2025.2565439>.

Stark, H.P., Smith, R.W. and Carter, N.T. (2025). Organizational Commitment Profiles and Employee Well-Being: Exploratory and Confirmatory Latent Profile Analyses. *Occupational Health Science*, [online] 15(2), p.-. doi:<https://doi.org/10.1007/s41542-025-00225-2>.

Strachan, R. (2021). Opinion: Snobbery about Manufacturing Jobs Is Creating a Skills Crisis in the UK. [online] Investment Monitor. Available at: <https://www.investmentmonitor.ai/opinion/snobbery-about-manufacturing-jobs-is-creating-a-skills-crisis-in-the-uk/>.

Sull, D., Sull, C., Cipolli, W. and Brighenti, C. (2022). Why Every Leader Needs to Worry about Toxic Culture. [online] MIT Sloan Management Review. Available at: <https://sloanreview.mit.edu/article/why-every-leader-needs-to-worry-about-toxic-culture>.

Sull, D., Sull, C. and Zweig, B. (2022). Toxic Culture Is Driving the Great Resignation. [online] MIT Sloan Management Review. Available at: <https://sloanreview.mit.edu/article/toxic-culture-is-driving-the-great-resignation/>.

Tapp, A. (2024). Recruiting and Onboarding Employees: What Is the True Cost? [online] Leonard Business. Available at: <https://leonardbusiness.co.uk/2024/07/08/recruiting-and-onboarding-employees-what-is-the-true-cost/>.

Tatel, C., Wigert, B. and Agrawal, S. (2025). The Top Four Reasons for Taking a New Job. [online] Gallup.com. Available at: <https://www.gallup.com/workplace/656906/top-four-reasons-taking-new-job.aspx>.

Taylor, F.W. (1910). *Scientific Management (Comprising Shop Management, the Principles*

of Scientific Management, and Testimony before the Special House Committee). The Academy of Management Review, 11(2), p.2.

Tenny, S., Brannan, J.M. and Brannan, G.D. (2022). Qualitative Study. [online] Nih.gov. Available at: <https://www.ncbi.nlm.nih.gov/books/NBK470395>.

Thomas, D. (2022). One in Five Employees Expect to Change Jobs This Year. BBC News. [online] 24 May. Available at: <https://www.bbc.co.uk/news/business-61552546>.

Ulrich, D. (1997). Human Resource Champions: the next Agenda for Adding Value and Delivering Results. 1st ed. Boston, Mass.: Harvard Business Press, pp.1–274.

Üngüren, E., Onur, N., Demirel, H. and Tekin, Ö.A. (2024). The Effects of Job Stress on Burnout and Turnover Intention: The Moderating Effects of Job Security and Financial Dependency. Behavioral Sciences, [online] 14(4), pp.322–322.
doi:<https://doi.org/10.3390/bs14040322>.

Van Saane, N., Sluiter, J.K., Verbeek, J.H.A.M. and Frings-Dresen, M.H.W. (2003). Reliability and Validity of Instruments Measuring Job satisfaction--a Systematic Review. Occupational Medicine, [online] 53(3), pp.191–200.
doi:<https://doi.org/10.1093/occmed/kqg038>.

Vlăduț, C.V., Elshaarawy, O. and Tiniakos, D. (2022). Career Beasts and How to Cope with them: from Toxic Workplace Culture to Healthy Competition. United European Gastroenterology Journal, [online] 11(1), pp.134–137.
doi:<https://doi.org/10.1002/ueg2.12341>.

Vulpen, E. van and Verlinden, N. (2024). 10 Top Reasons for Employee Turnover & How to Prevent It. [online] AIHR. Available at: <https://www.aihr.com/blog/what-drives-employee-turnover/>.

Walker, S. (2024). A Guide to Staff Turnover: Meanings & Calculations. [online] Peoplehr.com. Available at: <https://www.peoplehr.com/en-gb/resources/blog/staff-turnover>.

Wang, Q., Hou, H. and Li, Z. (2022). Participative Leadership: A Literature Review and Prospects for Future Research. Frontiers in Psychology, [online] 13(-).
doi:<https://doi.org/10.3389/fpsyg.2022.924357>.

Wang, X., Guo, Y. and Duan, J. (2022). When Does Commitment backfire: Linking Employee Continuance Commitment to Silence Behavior. *European Review of Applied Psychology*, [online] 72(6), pp.100797–100797. doi:<https://doi.org/10.1016/j.erap.2022.100797>.

Weber, M. (1964). *The Theory of Social and Economic Organization*. 1st ed. 1230 Avenue of the Americas, New York, NY 10020: The Free Press.

Weiss, H.M. (2002). Deconstructing Job Satisfaction. *Human Resource Management Review*, [online] 12(2), pp.173–194. doi:[https://doi.org/10.1016/s1053-4822\(02\)00045-1](https://doi.org/10.1016/s1053-4822(02)00045-1).

Wilkinson, D. (2017). What is organisational commitment? Definition and explanation. [online] *The Oxford Review - OR Briefings*. Available at: <https://oxford-review.com/oxford-review-encyclopaedia-terms/organisational-commitment/>.

Wolor, C.W., Ardiansyah, A., Rofaida, R., Nurkhin, A. and Rababah, M.A. (2022). Impact of Toxic Leadership on Employee Performance. *Health Psychology Research*, [online] 10(4). doi:<https://doi.org/10.52965/001c.57551>.

Woods, S.A., Ahmed, S., Zhou, Y. and Agneessens, F. (2024). The Perils of Leadership development: Unintended Consequences for Employee Withdrawal Behavior and Conflict. *Work & Stress*, [online] 38(4), pp.339–419. doi:<https://doi.org/10.1080//02678373.2024.2332174>.

York, J. (2021). Is HR Ever Really Your friend? [online] *Bbc.co.uk*. Available at: <https://www.bbc.co.uk/worklife/article/20211022-is-hr-ever-really-your-friend>.

Zehra, F. (2025). Impact of Employee Benefits on Work Productivity and Retention. In: K. Meltzoff, ed., *Career Development - Challenges and Opportunities in Contemporary Societies*, 1st ed. London UK: Intech Open, p.112. doi:<https://doi.org/10.5772/intechopen.1008338>

Table of Figures

Figure 01. Setting the parameters in SPSS (IBM Corp., 2022).

Figure 02. The completed data to be analysed (IBM Corp., 2022).

Figure 03. Dependant Variables (IBM Corp., 2022).

Figure 04. Frequency Table with Test outcomes for Leadership and Job Satisfaction (IBM Corp., 2022).

Figure 05. Frequency Tables (IBM Corp., 2022).

Figure 06. The Crosstabulations and Chi-square Test for Job Satisfaction (IBM Corp., 2022).

Figure 07. Simple Bar Chart showing the results of Job Satisfaction (IBM Corp., 2022).

Figure 08. Two Way Test Using ANOVA (IBM Corp., 2022).

Figure 09. Kurtosis and Skewness Test on the Data (IBM Corp., 2022; Pearson 1895).

Figure 10. Levene Frequency test (IBM Corp., 2022; Levene, 1960).

Figure 11. Correlations (IBM Corp., 2022).

Figure 12. Variables Not in Equation Report (IBM Corp., 2022).

Figure 13. Model Summary Report (IBM Corp., 2022).

Figure 14. The Hosmer and Lemeshow Test (IBM Corp., 2022).

Appendix

SPSS Research Report in Full

Paragraph

Logistic Regression

Notes

Output Created		30-SEP-2025 20:38:21
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	7
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing
Syntax	LOGISTIC REGRESSION VARIABLES Turnover /METHOD=ENTER Jobsat CompBen OrgCom WorkLife CareerDev Leadership /CONTRAST (Jobsat)=Indicator(1) /CONTRAST (CompBen)=Indicator(1) /CONTRAST (WorkLife)=Indicator(1) /CONTRAST (Leadership)=Indicator(1)) /CONTRAST (CareerDev)=Indicator(1)) /CONTRAST	

		(OrgCom)=Indicator(1) /PRINT=GOODFIT /CRITERIA=PIN(0.05) POUT(0.10) ITERATE(20) CUT(0.5).
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02

Warnings

Due to redundancies, degrees of freedom have been reduced for one or more variables.

The parameter covariance matrix cannot be computed.
Remaining statistics will be omitted.

Case Processing Summary

Unweighted Cases ^a		N	Percent
Selected Cases	Included in Analysis	7	100.0
	Missing Cases	0	.0
	Total	7	100.0
Unselected Cases		0	.0
Total		7	100.0

a. If weight is in effect, see classification table for the total number of cases.

Dependent Variable Encoding

Original Value	Internal Value
Stayed	0
Voluntary	1

Categorical Variables Codings

		Frequency	Parameter coding (1)
Leadership Style	Stayed	2	.000
	Voluntary Turnover	5	1.000
	Stayed	2	.000

Compensation & Benefits	Voluntary Turnover	5	1.000
Organisational Comittment	Stayed	5	.000
	Voluntary Turnover	2	1.000
Worklife Balance	Stayed	5	.000
	Voluntary Turnover	2	1.000
Career Development	Stayed	5	.000
	Voluntary Turnover	2	1.000
Job Satisfaction	Stayed	4	.000
	Voluntary Turnover	3	1.000

Block 0: Beginning Block

Classification Table^{a,b}

			Predicted		Percentage Correct
Observed			Vol EMP Turnover Stayed	Voluntary	
Step 0	Vol EMP Turnover	Stayed	0	3	.0
		Voluntary	0	4	100.0
	Overall Percentage				57.1

a. Constant is included in the model.

b. The cut value is .500

Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 0 Constant	.288	.764	.142	1	.706	1.333

Variables not in the Equation^a

			Score	df	Sig.
Step 0 Variables	Job Satisfaction(1)		.194	1	.659
	Compensation & Benefits (1)		.058	1	.809
	Organisational Comittment (1)		.058	1	.809

	Worklife Balance (1)	.058	1	.809
	Career Development (1)	2.100	1	.147
	Leadership Style (1)	3.733	1	.053

a. Residual Chi-Squares are not computed because of redundancies.

Block 1: Method = Enter

Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	9.561	5	.089
	Block	9.561	5	.089
	Model	9.561	5	.089

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	.000 ^a	.745	1.000

a. Estimation terminated at iteration number 19 because a perfect fit is detected. This solution is not unique.

Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	.000	4	1.000

Contingency Table for Hosmer and Lemeshow Test

		Vol EMP Turnover = Stayed		Vol EMP Turnover = Voluntary		Total
		Observed	Expected	Observed	Expected	
Step 1	1	1	1.000	0	.000	1
	2	1	1.000	0	.000	1
	3	1	1.000	0	.000	1
	4	0	.000	1	1.000	1
	5	0	.000	1	1.000	1
	6	0	.000	2	2.000	2

Paragraph

Paragraph

Logistic Regression

Notes

Output Created		30-SEP-2025 21:00:54
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing
Syntax	LOGISTIC REGRESSION VARIABLES Turnover /METHOD=ENTER Jobsat CompBen OrgCom WorkLife CareerDev Leadership /CONTRAST (Jobsat)=Indicator(1) /CONTRAST (CompBen)=Indicator(1) /CONTRAST (OrgCom)=Indicator(1) /CONTRAST (WorkLife)=Indicator(1) /CONTRAST (CareerDev)=Indicator(1)) /CONTRAST (Leadership)=Indicator(1)) /PRINT=GOODFIT CI(95) /CRITERIA=PIN(0.05) POUT(0.10)	

		ITERATE(20) CUT(0.5).
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.01

Warnings

Due to redundancies, degrees of freedom have been reduced for one or more variables.

The parameter covariance matrix cannot be computed.
Remaining statistics will be omitted.

Case Processing Summary

Unweighted Cases ^a		N	Percent
Selected Cases	Included in Analysis	101	100.0
	Missing Cases	0	.0
	Total	101	100.0
Unselected Cases		0	.0
Total		101	100.0

a. If weight is in effect, see classification table for the total number of cases.

Dependent Variable Encoding

Original Value	Internal Value
Stayed	0
Voluntary	1

Categorical Variables Codings

		Frequency	Parameter coding (1)
Leadership Style	Stayed	25	.000
	Voluntary Turnover	76	1.000
Compensation & Benefits	Stayed	26	.000
	Voluntary Turnover	75	1.000
Stayed		75	.000

Organisational Comittment	Voluntary Turnover	26	1.000
Worklife Balance	Stayed	81	.000
	Voluntary Turnover	20	1.000
Career Development	Stayed	68	.000
	Voluntary Turnover	33	1.000
Job Satisfaction	Stayed	54	.000
	Voluntary Turnover	47	1.000

Block 0: Beginning Block

Classification Table^{a,b}

			Predicted		Percentage Correct
Observed			Vol EMP Turnover Stayed	Voluntary	
Step 0	Vol EMP Turnover	Stayed	0	38	.0
		Voluntary	0	63	100.0
	Overall Percentage				62.4

a. Constant is included in the model.

b. The cut value is .500

Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 0 Constant	.506	.205	6.058	1	.014	1.658

Variables not in the Equation^a

			Score	df	Sig.
Step 0 Variables	Job Satisfaction(1)		.079	1	.778
	Compensation & Benefits (1)		.701	1	.402
	Organisational Comittment (1)		.701	1	.402
	Worklife Balance (1)		.060	1	.806
	Career Development (1)		29.564	1	<.001
	Leadership Style (1)		55.081	1	<.001

a. Residual Chi-Squares are not computed because of redundancies.

Block 1: Method = Enter

Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	133.763	5	<.001
	Block	133.763	5	<.001
	Model	133.763	5	<.001

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	.000 ^a	.734	1.000

a. Estimation terminated at iteration number 19 because a perfect fit is detected. This solution is not unique.

Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	.000	5	1.000

Contingency Table for Hosmer and Lemeshow Test

		Vol EMP Turnover = Stayed		Vol EMP Turnover = Voluntary		Total
		Observed	Expected	Observed	Expected	
Step 1	1	8	8.000	0	.000	8
	2	17	17.000	0	.000	17
	3	13	13.000	0	.000	13
	4	0	.000	18	18.000	18
	5	0	.000	15	15.000	15
	6	0	.000	18	18.000	18
	7	0	.000	12	12.000	12

Paragraph

Logistic Regression

Notes

Output Created		30-SEP-2025 21:05:58
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing
Syntax	LOGISTIC REGRESSION VARIABLES Turnover /METHOD=ENTER Jobsat CompBen OrgCom WorkLife CareerDev Leadership /CONTRAST (Jobsat)=Indicator(1) /CONTRAST (CompBen)=Indicator(1) /CONTRAST (OrgCom)=Indicator(1) /CONTRAST (WorkLife)=Indicator(1) /CONTRAST (CareerDev)=Indicator(1)) /CONTRAST (Leadership)=Indicator(1)) /PRINT=GOODFIT CI(95) /CRITERIA=PIN(0.05) POUT(0.10) ITERATE(20) CUT(0.5).	
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.01

Warnings

Due to redundancies, degrees of freedom have been reduced for one or more variables.

The parameter covariance matrix cannot be computed.
Remaining statistics will be omitted.

Case Processing Summary

Unweighted Cases ^a		N	Percent
Selected Cases	Included in Analysis	101	100.0
	Missing Cases	0	.0
	Total	101	100.0
Unselected Cases		0	.0
Total		101	100.0

a. If weight is in effect, see classification table for the total number of cases.

Dependent Variable Encoding

Original Value	Internal Value
Stayed	0
Voluntary	1

Categorical Variables Codings

		Frequency	Parameter coding (1)
Leadership Style	Stayed	25	.000
	Voluntary Turnover	76	1.000
Compensation & Benefits	Stayed	26	.000
	Voluntary Turnover	75	1.000
Organisational Comittment	Stayed	75	.000
	Voluntary Turnover	26	1.000
Worklife Balance	Stayed	81	.000
	Voluntary Turnover	20	1.000

Career Development	Stayed	68	.000
	Voluntary Turnover	33	1.000
Job Satisfaction	Stayed	54	.000
	Voluntary Turnover	47	1.000

Block 0: Beginning Block

Classification Table^{a,b}

			Predicted		Percentage Correct
Observed			Vol EMP Stayed	Turnover Voluntary	
Step 0	Vol EMP Turnover	Stayed	0	38	.0
		Voluntary	0	63	100.0
	Overall Percentage				62.4

a. Constant is included in the model.

b. The cut value is .500

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 0	Constant	.506	.205	6.058	1	.014	1.658

Variables not in the Equation^a

			Score	df	Sig.
Step 0	Variables	Job Satisfaction(1)	.079	1	.778
		Compensation & Benefits (1)	.701	1	.402
		Organisational Comittment (1)	.701	1	.402
		Worklife Balance (1)	.060	1	.806
		Career Development (1)	29.564	1	<.001
		Leadership Style (1)	55.081	1	<.001

a. Residual Chi-Squares are not computed because of redundancies.

Block 1: Method = Enter

Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	133.763	5	<.001
	Block	133.763	5	<.001
	Model	133.763	5	<.001

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	.000 ^a	.734	1.000

a. Estimation terminated at iteration number 19 because a perfect fit is detected. This solution is not unique.

Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	.000	5	1.000

Contingency Table for Hosmer and Lemeshow Test

		Vol EMP Turnover = Stayed		Vol EMP Turnover = Voluntary		Total
		Observed	Expected	Observed	Expected	
Step 1	1	8	8.000	0	.000	8
	2	17	17.000	0	.000	17
	3	13	13.000	0	.000	13
	4	0	.000	18	18.000	18
	5	0	.000	15	15.000	15
	6	0	.000	18	18.000	18
	7	0	.000	12	12.000	12

Paragraph

Logistic Regression

Notes

Output Created	30-SEP-2025 21:15:45
Comments	

Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing
Syntax		LOGISTIC REGRESSION VARIABLES Turnover /METHOD=ENTER Jobsat CompBen OrgCom WorkLife CareerDev Leadership /CONTRAST (Jobsat)=Indicator(1) /CONTRAST (CompBen)=Indicator(1) /CONTRAST (OrgCom)=Indicator(1) /CONTRAST (WorkLife)=Indicator(1) /CONTRAST (CareerDev)=Indicator(1)) /CONTRAST (Leadership)=Indicator(1)) /PRINT=GOODFIT CI(95) /CRITERIA=PIN(0.05) POUT(0.10) ITERATE(20) CUT(0.5).
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.01

Warnings

Due to redundancies, degrees of freedom have been reduced for one or more variables.

The parameter covariance matrix cannot be computed.
 Remaining statistics will be omitted.

Case Processing Summary

Unweighted Cases ^a		N	Percent
Selected Cases	Included in Analysis	101	100.0
	Missing Cases	0	.0
	Total	101	100.0
Unselected Cases		0	.0
Total		101	100.0

a. If weight is in effect, see classification table for the total number of cases.

Dependent Variable Encoding

Original Value	Internal Value
Stayed	0
Voluntary	1

Categorical Variables Codings

		Frequency	Parameter coding (1)
Leadership Style	Stayed	25	.000
	Voluntary Turnover	76	1.000
Compensation & Benefits	Stayed	26	.000
	Voluntary Turnover	75	1.000
Organisational Comittment	Stayed	75	.000
	Voluntary Turnover	26	1.000
Worklife Balance	Stayed	81	.000
	Voluntary Turnover	20	1.000
Career Development	Stayed	68	.000
	Voluntary Turnover	33	1.000
Job Satisfaction	Stayed	54	.000
	Voluntary Turnover	47	1.000

Block 0: Beginning Block

Classification Table^{a,b}

			Predicted		Percentage Correct
Observed			Vol EMP Stayed	Turnover Voluntary	
Step 0	Vol EMP Turnover	Stayed	0	38	.0
		Voluntary	0	63	100.0
	Overall Percentage				62.4

a. Constant is included in the model.

b. The cut value is .500

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 0	Constant	.506	.205	6.058	1	.014	1.658

Variables not in the Equation^a

			Score	df	Sig.
Step 0	Variables	Job Satisfaction(1)	.079	1	.778
		Compensation & Benefits (1)	.701	1	.402
		Organisational Comittment (1)	.701	1	.402
		Worklife Balance (1)	.060	1	.806
		Career Development (1)	29.564	1	<.001
		Leadership Style (1)	55.081	1	<.001

a. Residual Chi-Squares are not computed because of redundancies.

Block 1: Method = Enter

Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	133.763	5	<.001
	Block	133.763	5	<.001
	Model	133.763	5	<.001

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	.000 ^a	.734	1.000

a. Estimation terminated at iteration number 19 because a perfect fit is detected. This solution is not unique.

Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	.000	5	1.000

Contingency Table for Hosmer and Lemeshow Test

		Vol EMP Turnover = Stayed		Vol EMP Turnover = Voluntary		Total
		Observed	Expected	Observed	Expected	
Step 1	1	8	8.000	0	.000	8
	2	17	17.000	0	.000	17
	3	13	13.000	0	.000	13
	4	0	.000	18	18.000	18
	5	0	.000	15	15.000	15
	6	0	.000	18	18.000	18
	7	0	.000	12	12.000	12

Paragraph

Logistic Regression

Notes

Output Created		30-SEP-2025 21:25:22
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101

Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing
Syntax		LOGISTIC REGRESSION VARIABLES Turnover /METHOD=ENTER Jobsat CompBen OrgCom WorkLife CareerDev Leadership /CONTRAST (Jobsat)=Indicator(1) /CONTRAST (CompBen)=Indicator(1) /CONTRAST (OrgCom)=Indicator(1) /CONTRAST (WorkLife)=Indicator(1) /CONTRAST (CareerDev)=Indicator(1)) /CONTRAST (Leadership)=Indicator(1)) /PRINT=GOODFIT CI(95) /CRITERIA=PIN(0.05) POUT(0.10) ITERATE(20) CUT(0.5).
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.01

Warnings

Due to redundancies, degrees of freedom have been reduced for one or more variables.

The parameter covariance matrix cannot be computed.
 Remaining statistics will be omitted.

Case Processing Summary

Unweighted Cases ^a		N	Percent
Selected Cases	Included in Analysis	101	100.0
	Missing Cases	0	.0

Total	101	100.0
Unselected Cases	0	.0
Total	101	100.0

a. If weight is in effect, see classification table for the total number of cases.

Dependent Variable Encoding

Original Value	Internal Value
Stayed	0
Voluntary	1

Categorical Variables Codings

		Frequency	Parameter coding (1)
Leadership Style	Stayed	25	.000
	Voluntary Turnover	76	1.000
Compensation & Benefits	Stayed	26	.000
	Voluntary Turnover	75	1.000
Organisational Comittment	Stayed	75	.000
	Voluntary Turnover	26	1.000
Worklife Balance	Stayed	81	.000
	Voluntary Turnover	20	1.000
Career Development	Stayed	68	.000
	Voluntary Turnover	33	1.000
Job Satisfaction	Stayed	54	.000
	Voluntary Turnover	47	1.000

Block 0: Beginning Block

Classification Table^{a,b}

Observed

Predicted

			Vol EMP Turnover		Percentage Correct
			Stayed	Voluntary	
Step 0	Vol EMP Turnover	Stayed	0	38	.0
		Voluntary	0	63	100.0
	Overall Percentage				62.4

a. Constant is included in the model.

b. The cut value is .500

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 0	Constant	.506	.205	6.058	1	.014	1.658

Variables not in the Equation^a

			Score	df	Sig.
Step 0	Variables	Job Satisfaction(1)	.079	1	.778
		Compensation & Benefits (1)	.701	1	.402
		Organisational Comittment (1)	.701	1	.402
		Worklife Balance (1)	.060	1	.806
		Career Development (1)	29.564	1	<.001
		Leadership Style (1)	55.081	1	<.001

a. Residual Chi-Squares are not computed because of redundancies.

Block 1: Method = Enter

Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	133.763	5	<.001
	Block	133.763	5	<.001
	Model	133.763	5	<.001

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	.000 ^a	.734	1.000

a. Estimation terminated at iteration number 19 because a perfect fit is detected. This solution is not unique.

Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	.000	5	1.000

Contingency Table for Hosmer and Lemeshow Test

		Vol EMP Turnover = Stayed		Vol EMP Turnover = Voluntary		Total
		Observed	Expected	Observed	Expected	
Step 1	1	8	8.000	0	.000	8
	2	17	17.000	0	.000	17
	3	13	13.000	0	.000	13
	4	0	.000	18	18.000	18
	5	0	.000	15	15.000	15
	6	0	.000	18	18.000	18
	7	0	.000	12	12.000	12

Paragraph

Frequencies

Notes

Output Created		01-OCT-2025 20:32:34
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.

Syntax		FREQUENCIES VARIABLES=Leadership /ORDER=ANALYSIS.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Statistics

Leadership Style

N	Valid	101
	Missing	0

Leadership Style

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	25	24.8	24.8	24.8
	Voluntary Turnover	76	75.2	75.2	100.0
	Total	101	100.0	100.0	

Paragraph

Frequencies

Notes

Output Created		01-OCT-2025 20:40:59
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.

Syntax		FREQUENCIES VARIABLES=Leadership Jobsat CompBen WorkLife CareerDev OrgCom /BARCHART FREQ /ORDER=ANALYSIS.
Resources	Processor Time	00:00:03.81
	Elapsed Time	00:00:01.24

Statistics

		Leadership Style	Job Satisfaction	Compensation & Benefits	Worklife Balance	Career Development
N	Valid	101	101	101	101	101
	Missing	0	0	0	0	0

Statistics

		Organisational Comittment
N	Valid	101
	Missing	0

Frequency Table

Leadership Style

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	25	24.8	24.8	24.8
	Voluntary Turnover	76	75.2	75.2	100.0
	Total	101	100.0	100.0	

Job Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	54	53.5	53.5	53.5
	Voluntary Turnover	47	46.5	46.5	100.0
	Total	101	100.0	100.0	

Compensation & Benefits

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	26	25.7	25.7	25.7
	Voluntary Turnover	75	74.3	74.3	100.0
	Total	101	100.0	100.0	

Worklife Balance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	81	80.2	80.2	80.2
	Voluntary Turnover	20	19.8	19.8	100.0
	Total	101	100.0	100.0	

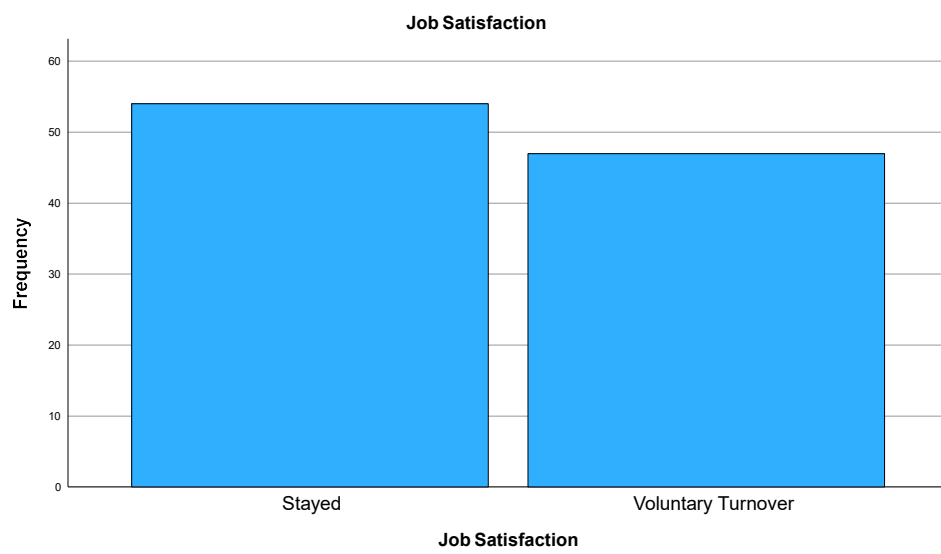
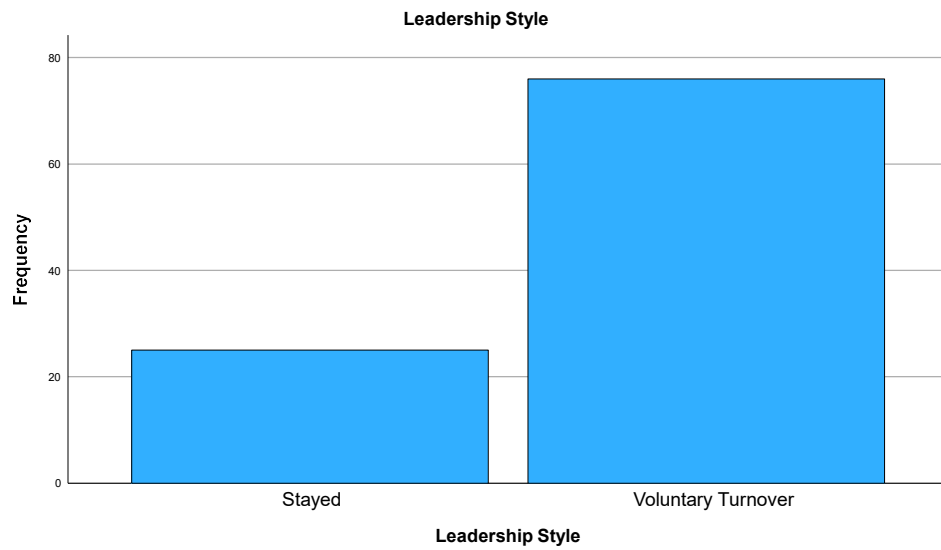
Career Development

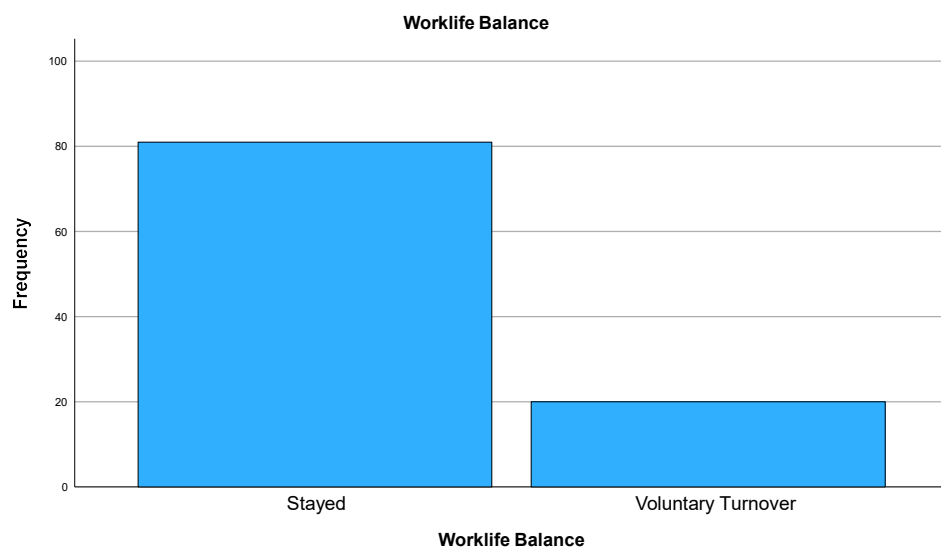
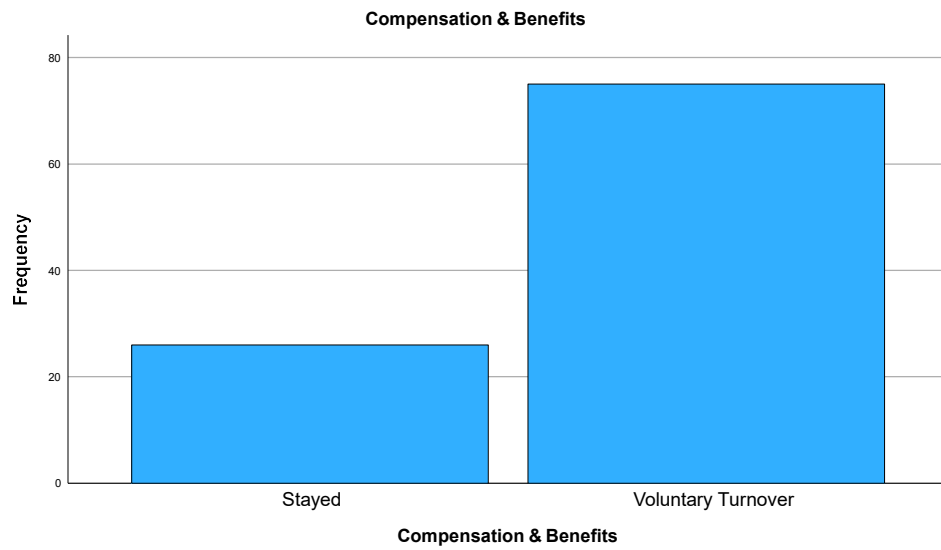
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	68	67.3	67.3	67.3
	Voluntary Turnover	33	32.7	32.7	100.0
	Total	101	100.0	100.0	

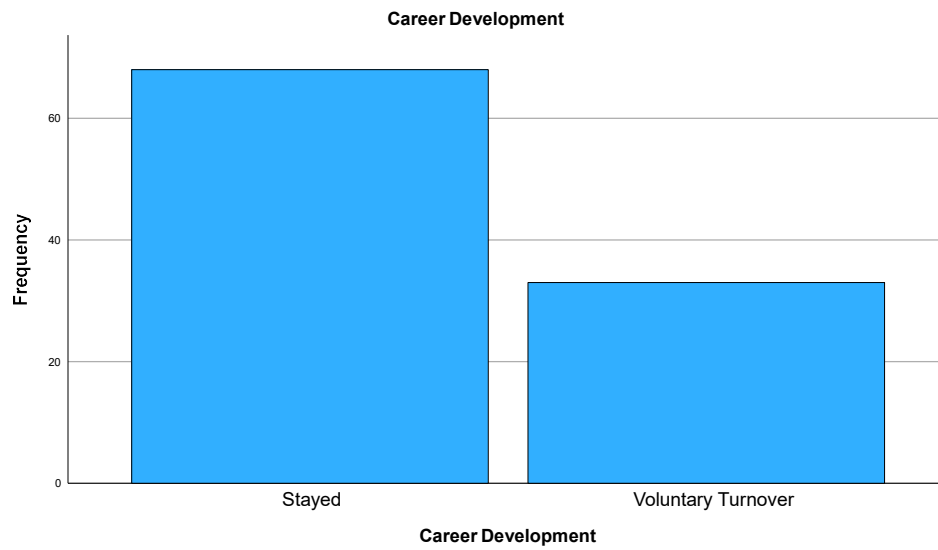
Organisational Comittment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stayed	75	74.3	74.3	74.3
	Voluntary Turnover	26	25.7	25.7	100.0
	Total	101	100.0	100.0	

Bar Chart







Paragraph

Crosstabs

Notes

Output Created		01-OCT-2025 21:30:54
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each table are based on all the cases with valid data in the specified range(s) for all variables in each table.
Syntax		CROSSTABS /TABLES=Turnover BY Jobsat CompBen OrgCom WorkLife CareerDev Leadership /FORMAT=AVALUE TABLES /STATISTICS=CHISQ /CELLS=COUNT ROW COLUMN TOTAL /COUNT ROUND CELL.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.03
	Dimensions Requested	2
	Cells Available	524245

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Vol EMP Turnover * Job Satisfaction	101	100.0%	0	0.0%	101	100.0%
Vol EMP Turnover * Compensation & Benefits	101	100.0%	0	0.0%	101	100.0%

Vol EMP Turnover * Organisational Comittment	101	100.0%	0	0.0%	101	100.0%
Vol EMP Turnover * Worklife Balance	101	100.0%	0	0.0%	101	100.0%
Vol EMP Turnover * Career Development	101	100.0%	0	0.0%	101	100.0%
Vol EMP Turnover * Leadership Style	101	100.0%	0	0.0%	101	100.0%

Vol EMP Turnover * Job Satisfaction

Crosstab

			Job Satisfaction		
			Stayed	Voluntary Turnover	Total
Vol EMP Turnover	Stayed	Count	21	17	38
		% within Vol EMP Turnover	55.3%	44.7%	100.0%
		% within Job Satisfaction	38.9%	36.2%	37.6%
		% of Total	20.8%	16.8%	37.6%
	Voluntar y	Count	33	30	63
		% within Vol EMP Turnover	52.4%	47.6%	100.0%
		% within Job Satisfaction	61.1%	63.8%	62.4%
		% of Total	32.7%	29.7%	62.4%
Total	Count		54	47	101
	% within Vol EMP Turnover		53.5%	46.5%	100.0%
	% within Job Satisfaction		100.0%	100.0%	100.0%
	% of Total		53.5%	46.5%	100.0%

Chi-Square Tests (Pearson, 2009)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.079 ^a	1	.778		

Continuity Correction ^b	.006	1	.940		
Likelihood Ratio	.079	1	.778		
Fisher's Exact Test				.838	.470
Linear-by-Linear Association	.078	1	.780		
N of Valid Cases	101				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 17.68.

b. Computed only for a 2x2 table

Vol EMP Turnover * Compensation & Benefits

Crosstab

			Compensation & Benefits		
			Stayed	Voluntary Turnover	Total
Vol EMP Turnover	Stayed	Count	8	30	38
		% within Vol EMP Turnover	21.1%	78.9%	100.0%
		% within Compensation & Benefits	30.8%	40.0%	37.6%
		% of Total	7.9%	29.7%	37.6%
	Voluntar y	Count	18	45	63
		% within Vol EMP Turnover	28.6%	71.4%	100.0%
		% within Compensation & Benefits	69.2%	60.0%	62.4%
		% of Total	17.8%	44.6%	62.4%
Total		Count	26	75	101
		% within Vol EMP Turnover	25.7%	74.3%	100.0%
		% within Compensation & Benefits	100.0%	100.0%	100.0%
		% of Total	25.7%	74.3%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.701 ^a	1	.402		

Continuity Correction ^b	.363	1	.547		
Likelihood Ratio	.714	1	.398		
Fisher's Exact Test				.485	.276
Linear-by-Linear Association	.694	1	.405		
N of Valid Cases	101				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.78.

b. Computed only for a 2x2 table

Vol EMP Turnover * Organisational Comittment

Crosstab

			Organisational Comittment		
			Stayed	Voluntary Turnover	Total
Vol EMP Turnover	Stayed	Count	30	8	38
		% within Vol EMP Turnover	78.9%	21.1%	100.0%
		% within Organisational Comittment	40.0%	30.8%	37.6%
		% of Total	29.7%	7.9%	37.6%
	Voluntary	Count	45	18	63
		% within Vol EMP Turnover	71.4%	28.6%	100.0%
		% within Organisational Comittment	60.0%	69.2%	62.4%
		% of Total	44.6%	17.8%	62.4%
Total	Count		75	26	101
	% within Vol EMP Turnover		74.3%	25.7%	100.0%
	% within Organisational Comittment		100.0%	100.0%	100.0%
	% of Total		74.3%	25.7%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.701 ^a	1	.402		

Continuity Correction ^b	.363	1	.547		
Likelihood Ratio	.714	1	.398		
Fisher's Exact Test				.485	.276
Linear-by-Linear Association	.694	1	.405		
N of Valid Cases	101				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.78.

b. Computed only for a 2x2 table

Vol EMP Turnover * Worklife Balance

Crosstab

			Worklife Balance		
			Stayed	Voluntary Turnover	Total
Vol EMP Turnover	Stayed	Count	30	8	38
		% within Vol EMP Turnover	78.9%	21.1%	100.0%
		% within Worklife Balance	37.0%	40.0%	37.6%
		% of Total	29.7%	7.9%	37.6%
	Voluntary	Count	51	12	63
		% within Vol EMP Turnover	81.0%	19.0%	100.0%
		% within Worklife Balance	63.0%	60.0%	62.4%
		% of Total	50.5%	11.9%	62.4%
Total	Count		81	20	101
	% within Vol EMP Turnover		80.2%	19.8%	100.0%
	% within Worklife Balance		100.0%	100.0%	100.0%
	% of Total		80.2%	19.8%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.060 ^a	1	.806		

Continuity Correction ^b	.000	1	1.000		
Likelihood Ratio	.060	1	.807		
Fisher's Exact Test				.802	.500
Linear-by-Linear Association	.059	1	.807		
N of Valid Cases	101				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.52.

b. Computed only for a 2x2 table

Vol EMP Turnover * Career Development

Crosstab

		Career Development		Total
		Stayed	Voluntary Turnover	
Vol EMP Turnover	Stayed	Count	38	0
		% within Vol EMP Turnover	100.0%	0.0%
		% within Career Development	55.9%	0.0%
		% of Total	37.6%	0.0%
	Voluntary	Count	30	33
		% within Vol EMP Turnover	47.6%	52.4%
		% within Career Development	44.1%	100.0%
		% of Total	29.7%	32.7%
Total	Count		68	33
	% within Vol EMP Turnover		67.3%	32.7%
	% within Career Development		100.0%	100.0%
	% of Total		67.3%	32.7%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	29.564 ^a	1	<.001		

Continuity Correction ^b	27.231	1	<.001		
Likelihood Ratio	40.438	1	<.001		
Fisher's Exact Test				<.001	<.001
Linear-by-Linear Association	29.272	1	<.001		
N of Valid Cases	101				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 12.42.

b. Computed only for a 2x2 table

Vol EMP Turnover * Leadership Style

Crosstab

			Leadership Style		Total
			Stayed	Voluntary Turnover	
Vol EMP Turnover	Stayed	Count	25	13	38
		% within Vol EMP Turnover	65.8%	34.2%	100.0%
		% within Leadership Style	100.0%	17.1%	37.6%
		% of Total	24.8%	12.9%	37.6%
	Voluntary	Count	0	63	63
		% within Vol EMP Turnover	0.0%	100.0%	100.0%
		% within Leadership Style	0.0%	82.9%	62.4%
		% of Total	0.0%	62.4%	62.4%
Total	Count		25	76	101
	% within Vol EMP Turnover		24.8%	75.2%	100.0%
	% within Leadership Style		100.0%	100.0%	100.0%
	% of Total		24.8%	75.2%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	55.081 ^a	1	<.001		

Continuity Correction ^b	51.606	1	<.001		
Likelihood Ratio	64.215	1	<.001		
Fisher's Exact Test				<.001	<.001
Linear-by-Linear Association	54.536	1	<.001		
N of Valid Cases	101				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.41.

b. Computed only for a 2x2 table

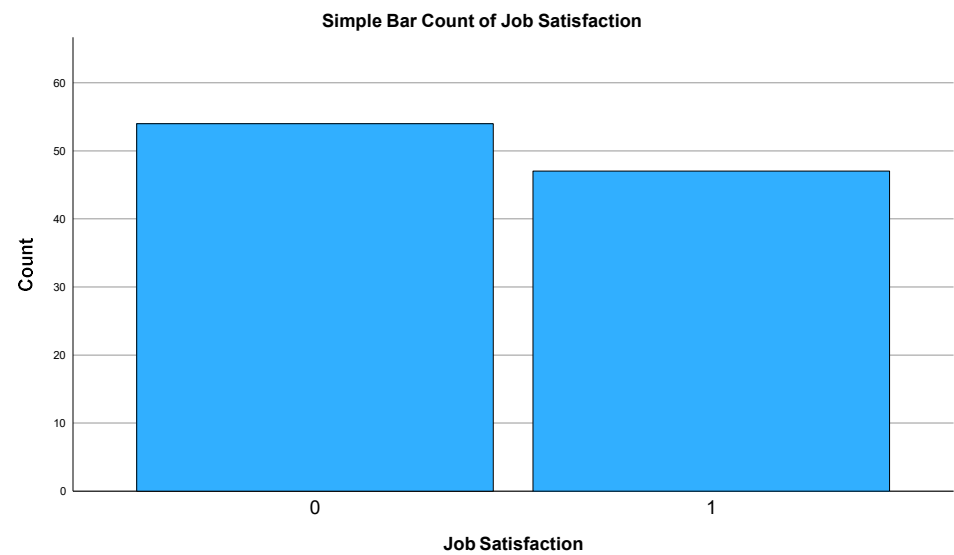
Paragraph

GGraph

Notes

Output Created		01-OCT-2025 21:53:16
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Syntax		<pre> GGRAPH /GRAPHDATASET NAME="graphdataset" VARIABLES=Jobsat COUNT()[name="COUNT"] MISSING=LISTWISE REPORTMISSING=NO /GRAPHSPEC SOURCE=INLINE. BEGIN GPL GUIDE: axis(dim(1), label("Job Satisfaction")) GUIDE: axis(dim(2), label("Count")) GUIDE: text.title(label("Simple </pre>

		Bar Count of Job Satisfaction")) SCALE: cat(dim(1), include("0", "1")) SCALE: linear(dim(2), include(0)) ELEMENT: interval(position(Jobsat* COUNT), shape.interior(shape.square)) END GPL.
Resources	Processor Time	00:00:00.67
	Elapsed Time	00:00:00.61



Paragraph

Univariate Analysis of Variance

Notes	
Output Created	01-OCT-2025 22:09:29

Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the model.
Syntax		UNIANOVA Turnover BY Jobsat CompBen OrgCom WorkLife CareerDev Leadership /METHOD=SSTYPE(3) /INTERCEPT=INCLUDE /POSTHOC=Jobsat CompBen OrgCom WorkLife CareerDev Leadership(TUKEY BONFERRONI) /CRITERIA=ALPHA(0.05) /DESIGN=Jobsat CompBen OrgCom WorkLife CareerDev Leadership Jobsat*CompBen Jobsat*OrgCom Jobsat*WorkLife Jobsat*CareerDev Jobsat*Leadership CompBen*OrgCom CompBen*WorkLife CompBen*CareerDev CompBen*Leadership OrgCom*WorkLife OrgCom*CareerDev OrgCom*Leadership WorkLife*CareerDev WorkLife*Leadership CareerDev*Leadership

Jobsat*CompBen*OrgC
 om
 Jobsat*CompBen*WorkL
 ife
 Jobsat*CompBen*Caree
 rDev
 Jobsat*CompBen*Leade
 rship
 Jobsat*OrgCom*WorkLif
 e
 Jobsat*OrgCom*Career
 Dev
 Jobsat*OrgCom*Leader
 ship
 Jobsat*WorkLife*Career
 Dev
 Jobsat*WorkLife*Leader
 ship
 Jobsat*CareerDev*Lead
 ership
 CompBen*OrgCom*Wor
 kLife
 CompBen*OrgCom*Car
 eerDev
 CompBen*OrgCom*Lea
 dership
 CompBen*WorkLife*Car
 eerDev
 CompBen*WorkLife*Lea
 dership
 CompBen*CareerDev*L
 eadership
 OrgCom*WorkLife*Care
 erDev
 OrgCom*WorkLife*Lead
 ership
 OrgCom*CareerDev*Lea
 dership
 WorkLife*CareerDev*Le
 adership
 Jobsat*CompBen*OrgC
 om*WorkLife
 Jobsat*CompBen*OrgC
 om*CareerDev
 Jobsat*CompBen*OrgC
 om*Leadership

		Jobsat*CompBen*WorkLife*CareerDev Jobsat*CompBen*WorkLife*Leadership Jobsat*CompBen*CareerDev*Leadership Jobsat*OrgCom*WorkLife*CareerDev Jobsat*OrgCom*WorkLife*Leadership Jobsat*OrgCom*CareerDev*Leadership Jobsat*WorkLife*CareerDev*Leadership CompBen*OrgCom*WorkLife*CareerDev CompBen*OrgCom*WorkLife*Leadership CompBen*OrgCom*CareerDev*Leadership CompBen*WorkLife*CareerDev*Leadership OrgCom*WorkLife*CareerDev*Leadership Jobsat*CompBen*OrgCom*WorkLife*CareerDev Jobsat*CompBen*OrgCom*WorkLife*Leadership Jobsat*CompBen*OrgCom*CareerDev*Leadership Jobsat*CompBen*WorkLife*CareerDev*Leadership Jobsat*OrgCom*WorkLife*CareerDev*Leadership CompBen*OrgCom*WorkLife*CareerDev*Leadership Jobsat*CompBen*OrgCom*WorkLife*CareerDev*Leadership.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.08

Warnings

Post hoc tests are not performed for Job Satisfaction because there are fewer than three groups.

Post hoc tests are not performed for Compensation & Benefits because there are fewer than three groups.

Post hoc tests are not performed for Organisational Comittment because there are fewer than three groups.

Post hoc tests are not performed for Worklife Balance because there are fewer than three groups.

Post hoc tests are not performed for Career Development because there are fewer than three groups.

Post hoc tests are not performed for Leadership Style because there are fewer than three groups.

Between-Subjects Factors

		Value Label	N
Job Satisfaction	0	Stayed	54
	1	Voluntary Turnover	47
Compensation & Benefits	0	Stayed	26
	1	Voluntary Turnover	75
Organisational Comittment	0	Stayed	75
	1	Voluntary Turnover	26
Worklife Balance	0	Stayed	81
	1	Voluntary Turnover	20
Career Development	0	Stayed	68
	1	Voluntary Turnover	33
Leadership Style	0	Stayed	25
	1	Voluntary Turnover	76

Tests of Between-Subjects Effects

Dependent Variable: Vol EMP Turnover

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
--------	-------------------------	----	-------------	---	------

Corrected Model	23.703 ^a	6	3.950	53798589433 84438000000 000000000.00 0	<.001
Intercept	18.782	1	18.782	25577439070 69556700000 0000000000.0 00	<.001
Jobsat	7.548	1	7.548	10279536443 36229200000 0000000000.0 00	<.001
CompBen	.000	0	.	.	.
OrgCom	.000	0	.	.	.
WorkLife	.000	1	.000	.000	1.000
CareerDev	6.964	1	6.964	94840961233 40222000000 000000000.00 0	<.001
Leadership	8.743	1	8.743	11906188364 07014000000 0000000000.0 00	<.001
Jobsat * CompBen	.000	0	.	.	.
Jobsat * OrgCom	.000	0	.	.	.
Jobsat * WorkLife	.000	0	.	.	.
Jobsat * CareerDev	.000	0	.	.	.
Jobsat * Leadership	.000	0	.	.	.
CompBen * OrgCom	.000	0	.	.	.
CompBen * WorkLife	.000	0	.	.	.
CompBen * CareerDev	.000	0	.	.	.
CompBen * Leadership	.000	0	.	.	.
OrgCom * WorkLife	.000	0	.	.	.
OrgCom * CareerDev	.000	0	.	.	.
OrgCom * Leadership	.000	0	.	.	.
WorkLife * CareerDev	.000	0	.	.	.
WorkLife * Leadership	.000	0	.	.	.
CareerDev * Leadership	.000	0	.	.	.
Jobsat * CompBen * OrgCom	.000	0	.	.	.
Jobsat * CompBen * WorkLife	.000	0	.	.	.
Jobsat * CompBen * CareerDev	.000	0	.	.	.

Jobsat * CompBen * Leadership	.000	0	.	.	.
Jobsat * OrgCom * WorkLife	.000	0	.	.	.
Jobsat * OrgCom * CareerDev	.000	0	.	.	.
Jobsat * OrgCom * Leadership	.000	0	.	.	.
Jobsat * WorkLife * CareerDev	.000	0	.	.	.
Jobsat * WorkLife * Leadership	.000	0	.	.	.
Jobsat * CareerDev * Leadership	.000	0	.	.	.
CompBen * OrgCom * WorkLife	.000	0	.	.	.
CompBen * OrgCom * CareerDev	.000	0	.	.	.
CompBen * OrgCom * Leadership	.000	0	.	.	.
CompBen * WorkLife * CareerDev	.000	0	.	.	.
CompBen * WorkLife * Leadership	.000	0	.	.	.
CompBen * CareerDev * Leadership	.000	0	.	.	.
OrgCom * WorkLife * CareerDev	.000	0	.	.	.
OrgCom * WorkLife * Leadership	.000	0	.	.	.
OrgCom * CareerDev * Leadership	.000	0	.	.	.
WorkLife * CareerDev * Leadership	.000	0	.	.	.
Jobsat * CompBen * OrgCom * WorkLife	.000	0	.	.	.
Jobsat * CompBen * OrgCom * CareerDev	.000	0	.	.	.
Jobsat * CompBen * OrgCom * Leadership	.000	0	.	.	.
Jobsat * CompBen * WorkLife * CareerDev	.000	0	.	.	.
Jobsat * CompBen * WorkLife * Leadership	.000	0	.	.	.

Jobsat * CompBen * CareerDev * Leadership	.000	0	.	.	.
Jobsat * OrgCom * WorkLife * CareerDev	.000	0	.	.	.
Jobsat * OrgCom * WorkLife * Leadership	.000	0	.	.	.
Jobsat * OrgCom * CareerDev * Leadership	.000	0	.	.	.
Jobsat * WorkLife * CareerDev * Leadership	.000	0	.	.	.
CompBen * OrgCom * WorkLife * CareerDev	.000	0	.	.	.
CompBen * OrgCom * WorkLife * Leadership	.000	0	.	.	.
CompBen * OrgCom * CareerDev * Leadership	.000	0	.	.	.
CompBen * WorkLife * CareerDev * Leadership	.000	0	.	.	.
OrgCom * WorkLife * CareerDev * Leadership	.000	0	.	.	.
Jobsat * CompBen * OrgCom * WorkLife * CareerDev	.000	0	.	.	.
Jobsat * CompBen * OrgCom * WorkLife * Leadership	.000	0	.	.	.
Jobsat * CompBen * OrgCom * CareerDev * Leadership	.000	0	.	.	.
Jobsat * CompBen * WorkLife * CareerDev * Leadership	.000	0	.	.	.
Jobsat * OrgCom * WorkLife * CareerDev * Leadership	.000	0	.	.	.
CompBen * OrgCom * WorkLife * CareerDev * Leadership	.000	0	.	.	.
Jobsat * CompBen * OrgCom * WorkLife * CareerDev * Leadership	.000	0	.	.	.
Error	6.903E-29	94	7.343E-31		
Total	63.000	101			

Corrected Total	23.703	100			
-----------------	--------	-----	--	--	--

a. R Squared = 1.000 (Adjusted R Squared = 1.000)

Paragraph

Univariate Analysis of Variance

Notes

Output Created		01-OCT-2025 22:10:25
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the model.
Syntax		UNIANOVA Turnover BY Jobsat Leadership /METHOD=SSTYPE(3) /INTERCEPT=INCLUDE /POSTHOC=Jobsat Leadership(TUKEY BONFERRONI) /CRITERIA=ALPHA(0.05) /DESIGN=Jobsat Leadership Jobsat*Leadership.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.01

Warnings

Post hoc tests are not performed for Job Satisfaction because there are fewer than three groups.

Post hoc tests are not performed for Leadership Style because there are fewer than three groups.

Between-Subjects Factors

		Value Label	N
Job Satisfaction	0	Stayed	54
	1	Voluntary Turnover	47
Leadership Style	0	Stayed	25
	1	Voluntary Turnover	76

Tests of Between-Subjects Effects

Dependent Variable: Vol EMP Turnover

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	14.377 ^a	3	4.792	49.844	<.001
Intercept	12.346	1	12.346	128.411	<.001
Jobsat	.334	1	.334	3.477	.065
Leadership	12.346	1	12.346	128.411	<.001
Jobsat * Leadership	.334	1	.334	3.477	.065
Error	9.326	97	.096		
Total	63.000	101			
Corrected Total	23.703	100			

a. R Squared = .607 (Adjusted R Squared = .594)

Paragraph

Univariate Analysis of Variance

Notes

Output Created	01-OCT-2025 22:11:27
Comments	

Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the model.
Syntax	UNIANOVA Turnover BY Jobsat Leadership OrgCom CareerDev WorkLife WITH CompBen /RANDOM=CareerDev WorkLife /METHOD=SSTYPE(3) /INTERCEPT=INCLUDE /CRITERIA=ALPHA(0.05) /DESIGN=CompBen Jobsat Leadership OrgCom CareerDev WorkLife Jobsat*Leadership Jobsat*OrgCom Jobsat*CareerDev Jobsat*WorkLife Leadership*OrgCom Leadership*CareerDev Leadership*WorkLife OrgCom*CareerDev OrgCom*WorkLife CareerDev*WorkLife Jobsat*Leadership*OrgC om Jobsat*Leadership*Care erDev Jobsat*Leadership*Work Life Jobsat*OrgCom*Career Dev	

		Jobsat*OrgCom*WorkLife
		Jobsat*CareerDev*WorkLife
		Leadership*OrgCom*CareerDev
		Leadership*OrgCom*WorkLife
		Leadership*CareerDev*WorkLife
		OrgCom*CareerDev*WorkLife
		Jobsat*Leadership*OrgCom*CareerDev
		Jobsat*Leadership*OrgCom*WorkLife
		Jobsat*Leadership*CareerDev*WorkLife
		Jobsat*OrgCom*CareerDev*WorkLife
		Leadership*OrgCom*CareerDev*WorkLife
		Jobsat*Leadership*OrgCom*CareerDev*WorkLife
		.
Resources	Processor Time	00:00:00.06
	Elapsed Time	00:00:00.04

Between-Subjects Factors

		Value Label	N
Job Satisfaction	0	Stayed	54
	1	Voluntary Turnover	47
Leadership Style	0	Stayed	25
	1	Voluntary Turnover	76
Organisational Comittment	0	Stayed	75
	1	Voluntary Turnover	26
Career Development	0	Stayed	68
	1	Voluntary Turnover	33
Worklife Balance	0	Stayed	81

1	Voluntary Turnover	20
---	-----------------------	----

Tests of Between-Subjects Effects

Dependent Variable: Vol EMP Turnover

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	5.384	1	.	.	.
	Error	.	.	. ^a		
CompBen	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat	Hypothesis	7.548	1	.	.	.
	Error	.	.	. ^a		
Leadership	Hypothesis	8.743	1	.	.	.
	Error	.	.	. ^a		
OrgCom	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
CareerDev	Hypothesis	6.964	1	.	.	.
	Error	.	.	. ^a		
WorkLife	Hypothesis	.000	1	.	.	.
	Error	.	.	. ^a		
Jobsat * Leadership	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * OrgCom	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * CareerDev	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		

	Error	.	.	. ^a		
Leadership * OrgCom	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Leadership * CareerDev	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Leadership * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
OrgCom * CareerDev	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
OrgCom * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
CareerDev * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * Leadership * OrgCom	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * Leadership * CareerDev	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * Leadership * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * OrgCom * CareerDev	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * OrgCom * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * CareerDev * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		

Leadership * OrgCom * CareerDev	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Leadership * OrgCom * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Leadership * CareerDev * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
OrgCom * CareerDev * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * Leadership * OrgCom * CareerDev	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * Leadership * OrgCom * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * Leadership * CareerDev * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * OrgCom * CareerDev * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Leadership * OrgCom * CareerDev * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		
Jobsat * Leadership * OrgCom * CareerDev * WorkLife	Hypothesis	.000	0	.	.	.
	Error	.	.	. ^a		

a. Cannot compute the appropriate error term using Satterthwaite's method.

Expected Mean Squares					
Source	Var(CareerDev)	Var(WorkLife)	Var(Jobsat * CareerDev)	Var(Jobsat * WorkLife)	Var(Leadership * CareerDev)
Intercept	11.780	11.156	8.465	8.213	9.000
CompBen	.000	.000	.000	.000	.000

Jobsat	.000	.000	15.097	15.097	
Leadership	.000	.000	.000	.000	17
OrgCom	.000	.000	.000	.000	
CareerDev	13.929	.000	13.929	.000	13
WorkLife	.000	14.400	.000	14.400	
Jobsat * Leadership	.000	.000	.000	.000	
Jobsat * OrgCom	.000	.000	.000	.000	
Jobsat * CareerDev	.000	.000	.000	.000	
Jobsat * WorkLife	.000	.000	.000	.000	
Leadership * OrgCom	.000	.000	.000	.000	
Leadership * CareerDev	.000	.000	.000	.000	
Leadership * WorkLife	.000	.000	.000	.000	
OrgCom * CareerDev	.000	.000	.000	.000	
OrgCom * WorkLife	.000	.000	.000	.000	
CareerDev * WorkLife	.000	.000	.000	.000	
Jobsat * Leadership * OrgCom	.000	.000	.000	.000	
Jobsat * Leadership * CareerDev	.000	.000	.000	.000	
Jobsat * Leadership * WorkLife	.000	.000	.000	.000	
Jobsat * OrgCom * CareerDev	.000	.000	.000	.000	
Jobsat * OrgCom * WorkLife	.000	.000	.000	.000	
Jobsat * CareerDev * WorkLife	.000	.000	.000	.000	
Leadership * OrgCom * CareerDev	.000	.000	.000	.000	
Leadership * OrgCom * WorkLife	.000	.000	.000	.000	
Leadership * CareerDev * WorkLife	.000	.000	.000	.000	
OrgCom * CareerDev * WorkLife	.000	.000	.000	.000	
Jobsat * Leadership * OrgCom * CareerDev	.000	.000	.000	.000	
Jobsat * Leadership * OrgCom * WorkLife	.000	.000	.000	.000	
Jobsat * Leadership * CareerDev * WorkLife	.000	.000	.000	.000	
Jobsat * OrgCom * CareerDev * WorkLife	.000	.000	.000	.000	

Leadership * OrgCom * CareerDev * WorkLife	.000	.000	.000	.000	
Jobsat * Leadership * OrgCom * CareerDev * WorkLife	.000	.000	.000	.000	
Error	.000	.000	.000	.000	

Source	Expected Mean Squared Error Variance				
	Var(Jobsat * Leadership * WorkLife)	Var(Jobsat * OrgCom * CareerDev)	Var(Jobsat * OrgCom * WorkLife)	Var(Jobsat * CareerDev * WorkLife)	Var(Leadership * OrgCom * CareerDev)
Intercept	8.078	12.400	12.156	8.250	12.156
CompBen	.000	.000	.000	.000	.000
Jobsat	15.097	15.097	15.097	15.097	15.097
Leadership	17.486	.000	.000	.000	17.486
OrgCom	.000	.000	.000	.000	.000
CareerDev	.000	13.929	.000	13.929	13.929
WorkLife	14.400	.000	14.400	14.400	.000
Jobsat * Leadership	.000	.000	.000	.000	.000
Jobsat * OrgCom	.000	.000	.000	.000	.000
Jobsat * CareerDev	.000	.000	.000	.000	.000
Jobsat * WorkLife	.000	.000	.000	.000	.000
Leadership * OrgCom	.000	.000	.000	.000	.000
Leadership * CareerDev	.000	.000	.000	.000	.000
Leadership * WorkLife	.000	.000	.000	.000	.000
OrgCom * CareerDev	.000	.000	.000	.000	.000
OrgCom * WorkLife	.000	.000	.000	.000	.000
CareerDev * WorkLife	.000	.000	.000	.000	.000
Jobsat * Leadership * OrgCom	.000	.000	.000	.000	.000
Jobsat * Leadership * CareerDev	.000	.000	.000	.000	.000
Jobsat * Leadership * WorkLife	.000	.000	.000	.000	.000
Jobsat * OrgCom * CareerDev	.000	.000	.000	.000	.000
Jobsat * OrgCom * WorkLife	.000	.000	.000	.000	.000
Jobsat * CareerDev * WorkLife	.000	.000	.000	.000	.000

Leadership * OrgCom * CareerDev	.000	.000	.000	.000
Leadership * OrgCom * WorkLife	.000	.000	.000	.000
Leadership * CareerDev * WorkLife	.000	.000	.000	.000
OrgCom * CareerDev * WorkLife	.000	.000	.000	.000
Jobsat * Leadership * OrgCom * CareerDev	.000	.000	.000	.000
Jobsat * Leadership * OrgCom * WorkLife	.000	.000	.000	.000
Jobsat * Leadership * CareerDev * WorkLife	.000	.000	.000	.000
Jobsat * OrgCom * CareerDev * WorkLife	.000	.000	.000	.000
Leadership * OrgCom * CareerDev * WorkLife	.000	.000	.000	.000
Jobsat * Leadership * OrgCom * CareerDev * WorkLife	.000	.000	.000	.000
Error	.000	.000	.000	.000

Expected Mean Squares^{a,b}

Variance Component

Source	Var(Jobsat * Leadership * CareerDev * WorkLife)	Var(Jobsat * OrgCom * CareerDev * WorkLife)	Var(Leadership * OrgCom * CareerDev * WorkLife)	Var(Jobsat * Leadership * OrgCom * CareerDev * WorkLife)	Var(Error)
Intercept	8.114	12.140	12.000	12.005	1.000

CompBen	.000	.000	.000	.000	.000
Jobsat	15.097	15.097	.000	15.097	1.000
Leadership	17.486	.000	17.486	17.486	1.000
OrgCom	.000	.000	.000	.000	.000
CareerDev	13.929	13.929	13.929	13.929	1.000
WorkLife	14.400	14.400	14.400	14.400	1.000
Jobsat * Leadership	.000	.000	.000	.000	.000
Jobsat * OrgCom	.000	.000	.000	.000	.000
Jobsat * CareerDev	.000	.000	.000	.000	.000
Jobsat * WorkLife	.000	.000	.000	.000	.000
Leadership * OrgCom	.000	.000	.000	.000	.000
Leadership * CareerDev	.000	.000	.000	.000	.000
Leadership * WorkLife	.000	.000	.000	.000	.000
OrgCom * CareerDev	.000	.000	.000	.000	.000
OrgCom * WorkLife	.000	.000	.000	.000	.000
CareerDev * WorkLife	.000	.000	.000	.000	.000
Jobsat * Leadership * OrgCom	.000	.000	.000	.000	.000
Jobsat * Leadership * CareerDev	.000	.000	.000	.000	.000
Jobsat * Leadership * WorkLife	.000	.000	.000	.000	.000
Jobsat * OrgCom * CareerDev	.000	.000	.000	.000	.000

Jobsat * OrgCom * WorkLife	.000	.000	.000	.000	.000
Jobsat * CareerDev * WorkLife	.000	.000	.000	.000	.000
Leadership * OrgCom * CareerDev	.000	.000	.000	.000	.000
Leadership * OrgCom * WorkLife	.000	.000	.000	.000	.000
Leadership * CareerDev * WorkLife	.000	.000	.000	.000	.000
OrgCom * CareerDev * WorkLife	.000	.000	.000	.000	.000
Jobsat * Leadership * OrgCom * CareerDev	.000	.000	.000	.000	.000
Jobsat * Leadership * OrgCom * WorkLife	.000	.000	.000	.000	.000
Jobsat * Leadership * CareerDev * WorkLife	.000	.000	.000	.000	.000
Jobsat * OrgCom * CareerDev * WorkLife	.000	.000	.000	.000	.000
Leadership * OrgCom * CareerDev * WorkLife	.000	.000	.000	.000	.000
Jobsat * Leadership * OrgCom * CareerDev * WorkLife	.000	.000	.000	.000	.000
Error	.000	.000	.000	.000	1.000

a. For each source, the expected mean square equals the sum of the coefficients in the cells times components, plus a quadratic term involving effects in the Quadratic Term cell.

b. Expected Mean Squares are based on the Type III Sums of Squares.

Paragraph

Descriptives

Notes

Output Created		01-OCT-2025 23:10:18
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=Jobsat CompBen OrgCom WorkLife CareerDev Leadership /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.02

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction	101	0	1	.47	.501
Compensation & Benefits	101	0	1	.74	.439
Organisational Comittment	101	0	1	.26	.439
Worklife Balance	101	0	1	.20	.400
Career Development	101	0	1	.33	.471
Leadership Style	101	0	1	.75	.434
Valid N (listwise)	101				

Paragraph

Descriptives

Notes

Output Created		01-OCT-2025 23:11:28
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=Jobsat CompBen OrgCom WorkLife CareerDev Leadership /STATISTICS=MEAN STDDEV MIN MAX KURTOSIS SKEWNESS.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Descriptive Statistics

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewnes s Statistic
Job Satisfaction	101	0	1	.47	.501	.141
Compensation & Benefits	101	0	1	.74	.439	-1.126

Organisational Comittment	101	0	1	.26	.439	1.126
Worklife Balance	101	0	1	.20	.400	1.539
Career Development	101	0	1	.33	.471	.750
Leadership Style	101	0	1	.75	.434	-1.188
Valid N (listwise)	101					

Descriptive Statistics

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
Job Satisfaction	.240	-2.021	.476
Compensation & Benefits	.240	-.746	.476
Organisational Comittment	.240	-.746	.476
Worklife Balance	.240	.374	.476
Career Development	.240	-1.467	.476
Leadership Style	.240	-.602	.476
Valid N (listwise)			

Paragraph

Univariate Analysis of Variance

Notes

Output Created		02-OCT-2025 19:58:42
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data

		for all variables in the model.
Syntax		UNIANOVA Turnover BY Jobs Sat Work Life Leadership WITH Comp/Ben Career/Dev Org/Com /METHOD=SSTYPE(3) /INTERCEPT=INCLUDE /EMMEANS=TABLES(Jo b/sat) WITH(Comp/Ben=MEAN Career/Dev=MEAN Org/Com=MEAN) /PRINT DESCRIPTIVE HOMOGENEITY /CRITERIA=ALPHA(.05) /DESIGN=Comp/Ben Career/Dev Org/Com Job/sat Work/Life Leadership Job/sat*Work/Life Job/sat*Leadership Work/Life*Leadership Job/sat*Work/Life*Leade rship.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.01

Between-Subjects Factors

		Value Label	N
Job Satisfaction	0	Stayed	54
	1	Voluntary Turnover	47
Work life Balance	0	Stayed	81
	1	Voluntary Turnover	20
Leadership Style	0	Stayed	25
	1	Voluntary Turnover	76

Descriptive Statistics

Dependent Variable: Vol EMP Turnover

Job Satisfaction	Work life Balance	Leadership Style	Mean	Std. Deviation	N
Stayed	Stayed	Voluntary Turnover	.72	.455	46
		Total	.72	.455	46
	Voluntary Turnover	Stayed	.00	.000	8
		Total	.00	.000	8
	Total	Stayed	.00	.000	8
		Voluntary Turnover	.72	.455	46
		Total	.61	.492	54
Voluntary Turnover	Stayed	Stayed	.00	.000	17
		Voluntary Turnover	1.00	.000	18
		Total	.51	.507	35
	Voluntary Turnover	Voluntary Turnover	1.00	.000	12
		Total	1.00	.000	12
	Total	Stayed	.00	.000	17
		Voluntary Turnover	1.00	.000	30
Total	Total	.64	.486	47	
Total	Stayed	Stayed	.00	.000	17
		Voluntary Turnover	.80	.406	64
		Total	.63	.486	81
	Voluntary Turnover	Stayed	.00	.000	8
		Voluntary Turnover	1.00	.000	12
		Total	.60	.503	20
	Total	Stayed	.00	.000	25
Voluntary Turnover		.83	.379	76	
Total		.62	.487	101	

Levene's Test of Equality of Error Variances^a

Dependent Variable: Vol EMP Turnover (Levene, 1960).

F	df1	df2	Sig.
.	4	96	.

Tests the null hypothesis that the error variance of the dependent variable is equal across groups. ^A

a. Design: Intercept + CompBen + CareerDev + OrgCom + Jobsat + WorkLife + Leadership + Jobsat * WorkLife + Jobsat * Leadership + WorkLife * Leadership + Jobsat * WorkLife * Leadership

Tests of Between-Subjects Effects

Dependent Variable: Vol EMP Turnover

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	23.703 ^a	6	3.950	33898407969 56721000000 000000000000. 000	<.001
Intercept	.000	0	.	.	.
CompBen	.000	0	.	.	.
CareerDev	6.964	1	6.964	59759142943 12802000000 000000000000. 000	<.001
OrgCom	.000	0	.	.	.
Jobsat	7.548	1	7.548	64771200093 19677400000 000000000000. 000	<.001
WorkLife	.000	1	.000	.000	1.000
Leadership	8.743	1	8.743	75020708679 37301000000 000000000000. 000	<.001
Jobsat * WorkLife	.000	0	.	.	.
Jobsat * Leadership	.000	0	.	.	.
WorkLife * Leadership	.000	0	.	.	.
Jobsat * WorkLife * Leadership	.000	0	.	.	.
Error	1.095E-30	94	1.165E-32		
Total	63.000	101			
Corrected Total	23.703	100			

a. R Squared = 1.000 (Adjusted R Squared = 1.000)

Estimated Marginal Means

Job Satisfaction

Dependent Variable: Vol EMP Turnover

Job Satisfaction	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Stayed	.327 ^{a,b}	.000	.327	.327
Voluntary Turnover	.993 ^{a,b}	.000	.993	.993

a. Covariates appearing in the model are evaluated at the following values: Compensation & Benefits = .74, Career Development = .33, Organisational Comittment = .26.

b. Based on modified population marginal mean.

Paragraph

Logistic Regression

Notes

Output Created		02-OCT-2025 20:39:42
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing
Syntax	LOGISTIC REGRESSION VARIABLES Turnover /METHOD=ENTER Jobsat CompBen OrgCom WorkLife CareerDev Leadership /CONTRAST (Jobsat)=Indicator(1) /CONTRAST	

		(CompBen)=Indicator(1) /CONTRAST (OrgCom)=Indicator(1) /CONTRAST (WorkLife)=Indicator(1) /CONTRAST (CareerDev)=Indicator(1)) /CONTRAST (Leadership)=Indicator(1)) /PRINT=GOODFIT CI(95) /CRITERIA=PIN(0.05) POUT(0.10) ITERATE(20) CUT(0.5).
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.05

Warnings

Due to redundancies, degrees of freedom have been reduced for one or more variables.

The parameter covariance matrix cannot be computed.
Remaining statistics will be omitted.

Case Processing Summary

Unweighted Cases ^a		N	Percent
Selected Cases	Included in Analysis	101	100.0
	Missing Cases	0	.0
	Total	101	100.0
Unselected Cases		0	.0
Total		101	100.0

a. If weight is in effect, see classification table for the total number of cases.

Dependent Variable Encoding

Original Value	Internal Value
Stayed	0

Voluntary	1
-----------	---

Categorical Variables Codings

		Frequency	Parameter coding (1)
Leadership Style	Stayed	25	.000
	Voluntary Turnover	76	1.000
Compensation & Benefits	Stayed	26	.000
	Voluntary Turnover	75	1.000
Organisational Comittment	Stayed	75	.000
	Voluntary Turnover	26	1.000
Worklife Balance	Stayed	81	.000
	Voluntary Turnover	20	1.000
Career Development	Stayed	68	.000
	Voluntary Turnover	33	1.000
Job Satisfaction	Stayed	54	.000
	Voluntary Turnover	47	1.000

Block 0: Beginning Block

Classification Table^{a,b}

			Predicted		Percentage Correct
Observed			Vol EMP Stayed	Turnover Voluntary	
Step 0	Vol EMP Turnover	Stayed	0	38	.0
		Voluntary	0	63	100.0
	Overall Percentage				62.4

a. Constant is included in the model.

b. The cut value is .500

Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 0 Constant	.506	.205	6.058	1	.014	1.658

Variables not in the Equation^a

		Score	df	Sig.
Step 0 Variables	Job Satisfaction(1)	.079	1	.778
	Compensation & Benefits (1)	.701	1	.402
	Organisational Comittment (1)	.701	1	.402
	Worklife Balance (1)	.060	1	.806
	Career Development (1)	29.564	1	<.001
	Leadership Style (1)	55.081	1	<.001

a. Residual Chi-Squares are not computed because of redundancies.

Block 1: Method = Enter

Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	133.763	5	<.001
	Block	133.763	5	<.001
	Model	133.763	5	<.001

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	.000 ^a	.734	1.000

a. Estimation terminated at iteration number 19 because a perfect fit is detected. This solution is not unique.

Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	.000	5	1.000

Contingency Table for Hosmer and Lemeshow Test

Vol EMP Turnover = Stayed		Vol EMP Turnover = Voluntary		Total
Observed	Expected	Observed	Expected	

Step 1	1	8	8.000	0	.000	8
	2	17	17.000	0	.000	17
	3	13	13.000	0	.000	13
	4	0	.000	18	18.000	18
	5	0	.000	15	15.000	15
	6	0	.000	18	18.000	18
	7	0	.000	12	12.000	12

Paragraph

Correlations

Notes

Output Created		02-OCT-2025 21:17:01
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	101
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=Jobsat CompBen OrgCom WorkLife CareerDev Leadership /PRINT=TWOTAIL NOSIG FULL /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.05
	Elapsed Time	00:00:00.06

Correlations

		Job Satisfaction	Compensation & Benefits	Organisational Comittment
Job Satisfaction	Pearson Correlation	1	.549**	-.549**
	Sig. (2-tailed)		<.001	<.001
	N	101	101	101
Compensation & Benefits	Pearson Correlation	.549**	1	-1.000**
	Sig. (2-tailed)	<.001		<.001
	N	101	101	101
Organisational Comittment	Pearson Correlation	-.549**	-1.000**	1
	Sig. (2-tailed)	<.001	<.001	
	N	101	101	101
Worklife Balance	Pearson Correlation	.134	-.162	.162
	Sig. (2-tailed)	.181	.105	.105
	N	101	101	101
Career Development	Pearson Correlation	-.650**	-.459**	.459**
	Sig. (2-tailed)	<.001	<.001	<.001
	N	101	101	101
Leadership Style	Pearson Correlation	-.247*	.082	-.082
	Sig. (2-tailed)	.013	.414	.414
	N	101	101	101

Correlations

		Worklife Balance	Career Development	Leadership Style
Job Satisfaction	Pearson Correlation	.134	-.650**	-.247*
	Sig. (2-tailed)	.181	<.001	.013
	N	101	101	101
Compensation & Benefits	Pearson Correlation	-.162	-.459**	.082
	Sig. (2-tailed)	.105	<.001	.414
	N	101	101	101
Organisational Comittment	Pearson Correlation	.162	.459**	-.082
	Sig. (2-tailed)	.105	<.001	.414

	N	101	101	101
Worklife Balance	Pearson Correlation	1	-.346**	-.176
	Sig. (2-tailed)		<.001	.079
	N	101	101	101
Career Development	Pearson Correlation	-.346**	1	.400**
	Sig. (2-tailed)	<.001		<.001
	N	101	101	101
Leadership Style	Pearson Correlation	-.176	.400**	1
	Sig. (2-tailed)	.079	<.001	
	N	101	101	101

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

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

