

Determinants of Employee Turnover Intentions in Non-Governmental Organizations in Lebanon

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<https://doi.org/10.65723/RMSP3063>

Abstract:

Limited empirical research has examined turnover dynamics in crisis-affected nonprofit settings. The purpose of this study is to examine the determinants of employee turnover intentions in non-governmental organizations in Lebanon. A mixed-methods design was used to analyze the survey data of NGO employees using both multivariate statistical methods and semi-structured interviews with employees and HR professionals. The study was conducted in Lebanon between March and June 2025 and included a sample of 100 NGO employees working in local, national, and international NGOs. Chi-square analysis showed that compensation ($\chi^2 = 224.297$, $p = .008$), professional development ($\chi^2 = 359.690$, $p = .000$), employment contracts ($\chi^2 = 188.577$, $p = .001$), leadership ($\chi^2 = 268.746$, $p = .000$), burnout ($\chi^2 = 135.701$, $p = .008$), and work environment ($\chi^2 = 284.267$, $p = .002$) were significant predictors of turnover intentions. The quantitative data show that adequacy of compensation, clarity of HR policy, leadership quality, career development opportunities, and stability of employment contracts are significant predictors of turnover intentions ($p < .05$). In the regression models, however, burnout was not found to be significant; qualitative findings indicate that burnout is a latent but significant factor in exit decisions. The study extends turnover theory by contextualizing employee retention dynamics within crisis-affected nonprofit organizations. Placing existing theories of turnover into the context of a crisis-stricken nonprofit organization, the present study helps to expand the literature on human resource management in unstable settings. It provides strategic suggestions regarding the increase in workforce stability in mission-driven organizations.

Keywords: turnover, NGOs, leadership, burnout, compensation, contracts, Lebanon

1. Introduction

The problem of employee turnover is one of the most urgent issues facing organizations on the global level, and especially, non-governmental organizations (NGOs) that work in fragile conditions face serious consequences of the problem. NGOs play an important role in the provision of social services, humanitarian relief, and development initiatives, particularly where government funds are not adequate or are not available in a situation. Nonetheless, such organizations are often compromised by the high staff turnover rates that affect the continuity of operations, institutional memory, staff morale, and organizational reputation (Allen et al., 2010; Hom et al., 2017).

Employee turnover is particularly significant in Lebanon, where NGOs operate in a socio-economic environment marked by chronic instability, political instability, alternating donor funding, and extreme lack of resources. Lebanon is a country that has suffered decades of political unrest, structural violence, and an influential economic crisis that has been marked a severe economic and financial crisis (World Bank, 2020). The Lebanese economy has contracted severely, inflation has shot up to unprecedented levels, and unemployment has increased sharply. These macroeconomic pressures bring about a very difficult environment in which NGOs operate because they are mainly reliant on foreign aid and donor funding, which is always volatile and unpredictable.

The Lebanese NGO sector is highly diverse, covering both local grassroots organizations, national organizations, and international NGOs in the territory of Lebanon. These agencies are involved in humanitarian aid, refugee support, social development, education, and healthcare provision, mostly in the Syrian refugee crisis, which has strained the social infrastructure of Lebanon placing substantial pressure on social infrastructure (Salloukh, 2015). In this environment, NGOs are faced with two sets of pressures: how to satisfy increasing humanitarian demands and how to deal with the instability of operations, such as high staff turnover.

High turnover rates in the Lebanese NGOs have significant organizational consequences on various levels. To begin with, turnover breaks the continuity in service delivery, which is especially harmful in humanitarian and development work since trust and relationship-building are extremely important (Kahn et al., 2020). Second, turnover causes institutional knowledge and expertise to be lost, and this weakens organizational learning and innovation ability. High employee turnover is associated with an increased workplace strain, behaviors of withdrawal, and reduced employee engagement (Podsakoff et al., 2007). In the first place, turnover has direct costs such as recruitment, training, and onboarding costs, and indirect costs such as reduced productivity and organizational effectiveness (Allen et al., 2010). To resource-constrained NGOs in Lebanon, such costs are quite onerous, as they divert their limited funds away from resourceful programmatic pursuits and service delivery to beneficiaries. Moreover, high turnover may weaken organizational stability and undermine stakeholder confidence in NGOs (Fowler, 2000).

Despite extensive turnover literature in corporate settings, there is limited empirical research on turnover in NGOs during periods of economic collapse and political instability. Existing turnover theories have not been sufficiently validated and therefore remain underexplored in crisis-affected nonprofits, particularly in the Lebanese context.

2. Literature Review and Theoretical Framework

Introduction to Employee Turnover

Employee turnover is a complicated phenomenon that has enormous implications for organizational performance, productivity, and culture. According to Price (1977), employee turnover is the ratio of the number of organizational members who have left within the period of time under consideration, divided by the average number of people within that organization during that period of time. Armstrong (2006) provides a supplementary view, which defines turnover as the rate at which an employer acquires and dismisses employees.

Carmeli and Weisberg (2006) divide employee turnover into specific psychological processes: the idea to leave the job, the intention to find another job, and the intention to leave the job. Such a development emphasizes the internal decision-making process of an employee before deciding to move out of an organization and the need to tackle the issue of dissatisfaction among the employees early to avoid turnover.

The Employee Turnover Process

The choice to leave an organization is hardly sudden; it is a complicated and thought-provoking process by which an employee considers the present circumstances at work in comparison with his/her personal and professional goals. According to Song and Ito (2017), this is a process that needs a contemplation period in which the employee evaluates the advantages and disadvantages of staying or leaving the organization.

The strongest motivator of employee turnover is job dissatisfaction. Once the employees become discontented with their job, either because of a poor working atmosphere, low pay, or bad relationships with other employees and managers, then their attachment towards the organization starts to diminish. Another important reason that causes employees to leave is career advancement opportunities. Employees usually seek companies that will provide them with a clear path to professional growth and development. In the absence of such opportunities, employees would develop the perception that their careers are becoming stagnant, and they would be dissatisfied and want to leave.

After deciding to quit, the employee goes into a job search where he/she is in search of a new job. Lastly, there is the process of adaptation of the employee to a new workplace where they will be acclimatized to a new organizational culture, form new relationships, and learning the expectations of their new position.

Mobley's Employee Turnover Chain Model

The model by Mobley (1977) is an elaborate approach to the interactions of employees in the complicated decision-making process, which culminates in turnover. This starts with the employee analyzing the job situation he/she is in at the moment. When the dissatisfaction continues, the employee might start contemplating exiting, weighing the costs and benefits of the turnover. After having made the intention to leave, the employee starts actively searching for new job opportunities. The last stage is the external factors that may make the employee decide to take the final action, whether to quit or not.

Theoretical Frameworks of Employee Turnover

Herzberg's Two-Factor Theory

The Two-Factor Theory by Herzberg separates the factors that are intrinsic and hygiene factors to describe the satisfaction and productivity of employees. Genuine job satisfaction and motivation are achieved through intrinsic motivators, which include achievement, recognition, and the job itself.

Hygiene factors include salary, company policies, working conditions, etc., that do not necessarily motivate the employees but are necessary to avoid dissatisfaction (Herzberg, 1966).

These two kinds of factors can affect the level of job satisfaction of a worker (Chu & Kuo, 2015). The motivational factors are the opportunity to advance, interesting projects, positive feedback, and recognition of the employee's work in the community. The hygiene factors are not only the job instability, bad remuneration, unfriendly working environment, rigidity, but also the poor relations with managers and supervisors. The desire to leave is determined by the level of work satisfaction of an employee, taking into consideration all the motivation and hygiene factors.

March and Simon's Organizational Equilibrium Theory

According to the Theory of Organizational Equilibrium, organizations are aimed at achieving a balance of organizational activity in which different factors and external and internal influences work to ensure stability (Froese, 2017). According to the theory, employee satisfaction is comparable to a scale where one side represents the contribution of the employees to the organization and the other side represents the contribution of the organization to the lives of the employees (Eberly, Holtom, Lee, and Mitchell, 2008). These driving forces are perceived desirability of movement and perceived ease of movement, which balance each other and affect turnover intention.

The model recognizes that there are three key factors that influence job satisfaction: compatibility of the job, predictability of the job relationship, and conformity of the job to the self-image of the employee. These three are the input of the contribution of an employee to the organization, and vice versa, and job satisfaction is the output.

Job Embeddedness Theory

According to the Job Embeddedness Theory, employees are embedded in their jobs, and this happens through three important dimensions, namely, links, fit, and sacrifices (Mitchell et al., 2001). These dimensions form a network of relationships that affect the choice of an employee to remain or resign.

The initial dimension, links, is the relationship that the employees have with their coworkers, managers, and the society at large. The second dimension fit includes the congruency between the values, skills, and organizational culture of an employee. The third dimension, sacrifices, is the cost that is perceived to get out of the organization.

This hypothesis is unique in that it is based on the amount of losses that the workers might experience and not the amount of gains that they might experience when they think about quitting their current job (Fried et al., 2012). Based on this concept, employees are unwilling to give up the comfort and predictability of their present positions to go into something more adventurous and unpredictable. The major influence on employees to remain is the possibility of remaining in good social ties, as long as their work satisfies the integration demands (Treuren, 2009).

Social Exchange Theory

The concept of social exchange theory elucidates the employee-employer relations as far as employee turnover is concerned. Perceived organizational support, leader-member exchange, and fulfillment of psychological contract are the factors that affect employees to remain or leave an organization, according to Jarwan and Ibrahim (2020) and Halliday et al. (2022). When employees support each other, feel fairly treated, and are on good terms with colleagues, chances of leaving their jobs are minimal (Maertz et al., 2007).

According to the social exchange theory, Cropanzano and Mitchell (2005) affirm that the interactions between the parties are founded on the respect of social rules and norms of exchange based on implicit and explicit understanding between the two parties. Altruism of one partner to offer the required qualities contributes to the strengthening or weakening of the relationship, with reciprocity being the most prized aspect of any relationship.

Social Exchange Theory is a theory that social conduct is a consequence of an exchange process in which one wants to maximize returns and minimize costs. Employees measure their relationships with their employers based on the perceived contributions, rewards, and equilibrium. Employees may have intentions to quit the organization when they believe that they are not adequately rewarded by the organization.

Perceived Organizational Support and Perceived Supervisory Support Theories

Perceived Organizational Support (POS) is based on the assumption that employees who feel that their organization supports them would tend to have positive work attitudes and reduced turnover intentions. Employees will not want to find a job in another company when they believe that their organization appreciates their efforts and is concerned about their health (Alfisyahri et al., 2018). Such a relationship is founded on the Social Exchange Theory, implying that when organizational support is positive, it makes the employees feel obligated to give back by being committed and lowering the turnover (Nazir et al., 2018).

Perceived Supervisory Support (PSS) centers on the influence of direct supervisors on how employees perceive them to offer support. The supervisors may be viewed as organizational representatives, and their assistance may influence the morale and retention of employees greatly (Amah, 2018). Studies have indicated that positive supervisory support has a positive relationship with employee engagement and reduced turnover intentions (Jin & McDonald, 2017). When employees have a sense of being supported by their supervisors, chances are that they will feel safe and valued at work, which could reduce feelings of job insecurity that drive turnover.

Human Capital Theory

According to Human Capital Theory, people will stay longer in organizations that make significant investments in their skills, development, and career. Wößmann (2003) and Härmäläinen and Uusitalo (2008) found that employees whose work environment is seen to offer opportunities for growth and advancement show stronger commitment and lower turnover intention.

The focus of this theory is educational achievement. This translates into a corporate context when human capital, in terms of skill set, is to be considered as a significant element in the overall performance and productivity of the company. The more employees believe that they are working with their talents to benefit the company and they themselves are playing a part in their career development, the less likely they are to plan to leave the job (Green et al., 2000).

Equity Theory

The Equity Theory by John Stacey Adams is the theory that proposes that to determine the correctness of their relationships, people compare their contributions and results to those of others. Equity theory has been applied in the organization to boost employee motivation and productivity through the establishment of fair relationships between the management and employees (Griffeth & Gaertner, 2001). This theory has an equal work environment as one of the basic elements of happiness among employees. The theory examines how workers view fairness in the inputs they have in relation to their job results

ratio (Al Madi & Al Zawahreh, 2012). When the input of the employees is positively correlated with the outcome of a particular reference group, then the employees will have a sense of fairness. The inputs are taken as the time, knowledge, and abilities possessed by workers, whereas the outputs are taken as monetary compensation, positive feedback, and public acclaim. Turnover intention can be the outcome when the value of the labor of workers does not match the value they get.

Expectancy-Confirmation Theory

The Expectancy-Confirmation Theory implies that individuals have their expectations regarding a service, product, or interaction, and their satisfaction directly depends on whether the expectations are fulfilled (Liu & Wang, 2021). This is since they always carry their own negative or positive expectations to a particular situation. Meeting these expectations leaves people satisfied, and failing to meet them results in dissatisfaction (Inim et al., 2016).

The employee turnover relates to the expectations that the new employees will have in a firm, such as the salary, working conditions, support from managers, and development of the employee. When these conditions are met, the probability of the employee remaining is high, and in case they are not, the employee will begin to behave in a negative manner, which may include failure to attend work, and ultimately quitting.

Proximal Withdrawal States Theory

Proximal Withdrawal States Theory is an approach that examines the volitional control of withdrawal states. The states of motivation in terms of perceptions of control and desires to remain or quit lead to organizational participation (Hom et al., 2012). This theory indicates that withdrawal states are not only binary decisions but a continuum of desire and control; this indicates the complexity of motivations by employees (Bergman et al., 2012).

According to the theory, employees are classified into four groups: Enthusiastic Stayers (high preference to stay and high control over staying), Enthusiastic Leavers (low preference to stay and high control over staying), Reluctant Stayers (low preference to stay and low control over staying), as well as Reluctant Leavers (high preference to stay and low control over staying). With such a classification, it is easier to identify the underlying reasons behind the intentions of employees to leave and the most effective methods of retaining them.

Context-Emergent Turnover Theory

Context-Emergent Turnover Theory acknowledges the interaction between the individual drive and the contextual factors. The proximal withdrawal states are one of the key indicators of attitudes and behavior among employees, as these elements affect job satisfaction, job search behavior, and, eventually, turnover intentions (Li et al., 2016). The withdrawal states are developed depending on the variation of the situational factors that include organizational culture, leadership styles, and external economic conditions.

The theory includes the notion of psychological contract, unwritten agreements between the employees and employers. It is possible when the expectations are not fulfilled, and employees will think that they are betrayed and will have more turnover intentions (Hom et al., 2012). It is also based on the theory of equity, which argues that in case employees feel that there are inequities within their working environment, dissatisfaction and heightened turnover intentions follow (Griffeth & Gaertner, 2001).

Decision-Making Theory (Unfolding Model)

Unfolding Model of Voluntary Employee Turnover assumes that the decision of an individual to quit his/her job is brought by a series of events, which start with a series of events and lead to the end, when the individual makes his/her decision to quit (Lee & Mitchell, 1994). The model examines turnover among the employees in four directions:

Path 1 is a situation in which an employee leaves due to a predefined plan of an event (e.g., an employee planning to proceed with studies leaves after being accepted at the university). Path 2 is when an employee is subjected to an abhorrent shock, which leads to an immediate resignation (e.g., being requested to do something illegal). Path 3 happens when an employee is caught unawares with a shock that leads to reassessment of his/her job (e.g., being offered a dream job opportunity). Path 4 does not result from some shock but from the dissatisfaction of the employees with their present job, such as low salary, inappropriate job demands, or poor working conditions.

Resource-Based View

Resource-Based View (RBV) is aimed at comprehending the ways in which companies can acquire a competitive advantage, focusing on their own competencies. Possession of resources that are valuable, unique, inimitable, and non-substitutable facilitates better performance and success in the long run (Peteraf, 1993). Resources are all assets, capabilities, organizational processes, firm attributes, information, and knowledge that are under the control of a firm (Armstrong & Shimizu, 2007).

This hypothesis states that the more employees can be perceived as an asset to the organization, and the more the employee thinks that he/she has something that cannot be replaced, the less likely he/she will consider dropping their current job.

Defining and Categorizing Employee Turnover

The turnover of the employees can be subdivided into two distinct classes: voluntary and involuntary (Heneman & Judge, 2008).

Voluntary Turnover is defined as the willingness of an employee to be out of the organization on his/her own choice (Ngo-Henha, 2017). It is categorized into avoidable turnover (that can be avoided by organizations by giving salary increments, personal growth, or shifting jobs to new positions) and unavoidable turnover (is caused by outsourcing factors such as illness, death, divorcing spouse, or caring for family).

Involuntary Turnover refers to the termination of a worker from his or her job, substantially based on many potential causes (Ahmed et al., 2013). It contains downsizing turnover (initiated by the companies to increase the output, decrease the expenses, or enhance the shareholder value) and discharge turnover (caused by the low work performance, disciplinary issues, or behavioral difficulties).

Dysfunctional Turnover is a situation that happens when high-performance employees resign, and this negatively impacts performance and productivity (Maertz et al., 2022). Functional Turnover is the exit of workers who underperform, which is advantageous but can be problematic to the team unity (Johnson et al., 2000). The Job-Embedded Turnover is affected by the level of attachment that employees have to their jobs and organizations (Felps et al., 2009). Turnover Intentions, which are self-reported probabilities of departure, are important predictors of turnover behavior (Krishnan, 2023).

Causes of Employee Turnover

General Organizational Causes

The turnover of employees might be due to many factors, such as supervisors or managers, organizational policies, personal problems, and career promotion. Poor work-life balance, inappropriate remuneration and benefits, poor leadership, and organizational culture issues are the main reasons why people resign (Rizwan et al., 2021; Al-Suraihi et al., 2022).

Organizational Commitment and Job Satisfaction: Highly committed employees are very loyal and have a reduced tendency to turnover (Parasiz et al., 2017). Job satisfaction includes recognition, pay equity, job security, work-life balance, and future opportunities. An employee who feels fair, supported, and valued projects increased job satisfaction (Nanayakkara & Dayarathna, 2017).

Work Environment and Management Practices: A good and accommodating work environment enhances employee involvement, whereas toxic work environments cause burnout and turnover (Dubey et al., 2016). Trust and belonging are formed with the help of the leadership behaviors that focus on communication, fairness, and empathy (Al-Suraihi et al., 2021).

Job Stress and Work-Life Balance: Job stress is an occurrence where the demands are too high and inadequately matched by coping skills, thus resulting in exhaustion and disengagement (Lim, 2023). When employees are not able to balance between professional and personal lives, burnout is likely to occur, which leads to their desire to work in organizations that encourage flexibility and balance (Rubel et al., 2017).

NGO-Specific Causes

Organizational Culture: Organizational culture plays a critical role in NGOs, where the mission and values are put at the center of the organization, which influences the way employees perceive their job. Regular feedback and recognition as positive supervisor behavior result in environments in which the employees feel valued and motivated (Hakro et al., 2021).

Remuneration and Benefits: The NGOs have restricted budgets, and thus, the compensation is low. Although mission-driven people may initially accept lower salaries in the beginning, the skilled workers demand compensation based on their experience in the end (Kang et al., 2014). Health insurance and retirement plans are competitive benefits that are critical to retention (Lumiti, 2024).

Job Satisfaction: Satisfaction is dictated by aspects such as workload, recognition, and career growth prospects. Workloads overload and create stress and burnout; underestimation is the result of inadequate recognition; absence of development opportunities is the reason to leave (Banda, 2023).

Role Ambiguity: The issue of uncertainty in the job expectations, duties, and performance standards generates the feeling of stress and frustration, which makes employees find more lucrative jobs elsewhere (Clercq & Belausteguigoitia, 2017).

Mission Attachment: Emotional attachment to the mission of an organization increases commitment; however, dissatisfaction with working conditions can override this commitment, and turnover will ensue (Shah & Kundi, 2023).

Cotton and Tuttle's Framework

Cotton and Tuttle (1986) cited three primary causes of employee turnover, namely external (employment perceptions, unemployment rate, union presence), work-related (pay, job performance, role clarity, job satisfaction, organizational commitment), and personal (age, tenure, gender, education, marital status, number of dependents).

Employee Turnover: Management and Solutions

Knowledge of the cause of turnover is essential in having an organization that intends to retain talent. The turnover rates result in a drop in productivity, higher recruitment expenses, and wasted organizational knowledge.

Improving Job Satisfaction and Engagement: Organizations can boost job satisfaction through the following means: by offering supportive conditions, frequent feedback, recognition, and professional development prospects (Cimbaljević et al., 2020). The training and performance appraisal increase organizational commitment and decrease turnover intentions (Kadiresan et al., 2015).

Competitive Compensation and Benefits: It is important to provide competitive compensation and benefits in order to retain. The solution to turnover is to offer nice benefits such as health insurance, retirement scheme, and a flexible work environment that improves work-life balance (Kang et al., 2014; Lumiti, 2024).

Training and Development Opportunities: Investment in employee training and development lowers the turnover rates by increasing employee satisfaction and commitment to the organization. Skills acquired during training can be used in career development to create appreciation and value (Andrews & Mohammed, 2020). Specific career development paths lower turnover intentions, especially among younger employees who focus on development (Yang, 2016).

Developing a Conducive Organizational Culture: A conducive organizational culture that appreciates the contributions of the employees and encourages open communication has a major influence on the turnover rates. Feeling valued and listened to, the employees are kept engaged and committed (Holtom et al., 2013). Satisfaction is further promoted by promoting teamwork and collaboration.

Treating Work-Life Balance: Work-life balance should be promoted to enhance job satisfaction and decrease turnover by working irregular hours, having remote work opportunities, and implementing appropriate policies (Lim, 2023).

Observation of Turnover Intention: Conducting surveys and feedback systems on turnover intentions on a regular basis assists organizations in detecting any problems before they turn out of control (Mosadeghrad, 2013). The information gained during the exit interview is very valuable and informative to the retention strategies (Hassan & Siddiqui, 2020).

The Role of HR, Managers, and Organizations

The Role of HR in Recruitment to Retention: Hr departments are important in minimizing the turnover, which starts in the recruitment process. Best recruitment procedures make certain that individuals who are in line with the organizational values and culture are chosen (Addae, Davis, and Parboteeah, 2006).

The root causes of turnover are identified using exit interviews, and strategies such as new compensation packages, job redesign, and reinforcement of social networks would enhance retention (Cappelli, 2002).

Managers and Supervisors: The manager-employee relationship plays an important role in determining the extent of job satisfaction and intentions of turning over. The positive work environments are achieved through perceived supervisor support, which entails responsiveness to the needs of employees, provision of resources, and empathy (Iqbal et al., 2020). Supervisors who are supportive increase the level of engagement and work-life balance, reducing turnover intentions (Kaur & Randhawa, 2020). The level of trust in supervisors achieved due to a consistent, fair, and respectful treatment decreases turnover by increasing job embeddedness (Purba et al., 2016).

Organizations: Equity and Employee Conditions: Equity and Justice are the main principles of retention. Companies should come up with a clear pay structure, performance evaluation, and decision-making on raising salary and benefits (Shieh, Wang, and Wang, 2008). Organizational justice helps to promote psychological recognition and trust among employees, which promotes their feelings of worth. Dissatisfaction and turnover intentions are the consequences when workers feel there is inequity in the investment they put in organizations as opposed to the returns.

Training and Development of Employees: Training and development programs play an important role in increasing performance and profitability. An efficient training equips the employees with the required knowledge and skills, enhancing work performance and productivity (Karim, 2019). Training is an investment that is an indication of commitment to the growth of employees, hence, better motivation, job satisfaction, and increased retention (Joo, 2010). Employees who feel that the organization is dedicated to their career development will also give back by using the new skills to enhance productivity and working processes.

In conclusion, the studies indicate that turnover intention of employees is impacted by employee organisation relationship, compensation, perceived leadership behaviour, job satisfaction, career development and work environment. Despite their importance, few empirical studies have considered these areas in NGOs operating in crisis economies like Lebanon. This study will therefore explore the factors that influence employee turnover intentions in NGOs in Lebanon.

Collectively, these theories suggest that turnover intentions are a product of organizational, psychological, and contextual factors. Nevertheless, it is not sufficiently examined for their applicability in crisis-affected environments.

The purpose of this study is to examine the determinants of employee turnover intentions in non-governmental organizations in Lebanon.

H1: Compensation and benefits have a significant effect on employee turnover intentions.

H2: Human resource policies have a significant effect on employee turnover intentions.

H3: Professional development opportunities have a significant effect on employee turnover intentions.

H4: Employee perception of NGO work has a significant effect on employee turnover intentions.

H5: Employment contract type has a significant effect on employee turnover intentions.

H6: Leadership has a significant effect on employee turnover intentions.

H7: Employee burnout has a significant effect on employee turnover intentions.

H8: Work environment has a significant effect on employee turnover intentions.

3. Methodology

The survey was completed between March and June 2025 in Lebanon. The choice of Lebanon is justified due to the severe economic and financial crisis leading to non-governmental organisations (NGOs) instability in employment. The sample involved 100 NGO employees working in local, national and international NGOs in Lebanon. All participants provided informed consent before they participated. The study-maintained anonymity and confidentiality and no personal identifying information was gathered. The study was conducted in accordance with established ethical research standards.

Research Design

The research design that was used in this study was mixed-method, and both quantitative and qualitative methods were utilized so as to obtain a comprehensive insight into employee turnover dynamics in Lebanese NGOs. This integrative method is especially appropriate to the complicated social phenomenon such as employee turnover, which has quantifiable components, as well as subjective experiences, attitudes, and organizational culture variables that cannot be fully described by only numbers.

The mixed-methods approach also facilitated: (1) quantification of relationships between given organizational variables and turnover intentions with statistically valid research methods; (2) investigation of lived experiences and context-related factors contributing to the choice of employees based on rich narrative information; (3) validation and enrichment of results with the help of triangulation of quantitative patterns with qualitative insights; and (4) deriving actionable recommendations based on empirical data and human experiences.

Quantitative Approach

Survey Design and Instrumentation: The quantitative stage entailed the creation and implementation of a structured questionnaire to capture the perception and attitude of the employees on the employment-related factors that were found in the turnover literature. The survey tool was developed through the validated scales modified to the framework of the NGOs and adjusted to the Lebanese setting. The major dimensions were: compensation and benefits (perceived fairness, appropriateness against workload and market standards); human resource policies (clarity, transparency, uniformity of implementation); professional development opportunities (training availability, mentoring, career advancement); employment contract security (duration, clarity of renewals); leadership quality (managerial support, communication, recognition); burnout symptoms (emotional exhaustion, workload); work environment (organizational culture, teamwork, physical conditions); and turnover intentions (probability to get other jobs, plans to leave within given period of time). All the items were based on a five-point Likert scale (strongly disagree (1) to strongly agree (5)). The survey was pilot-tested with a limited sample of the workers of the NGOs before being distributed to maintain clarity, relevance, and cultural appropriateness.

Sampling and Data Collection: The population of interest of the study was made up of the employees working in a representative cross-section of Lebanese NGOs, i.e., local, national, and international NGOs that are engaged in humanitarian service, social development, education, and health. The purposive sampling technique was used to sample NGOs that are different in terms of size, geographical coverage, and areas of interest to maximize generalization to the industry. In the chosen organizations, every employee who fit the inclusion criteria (six months of employment, participation in program or administrative activities) was invited to join the study voluntarily. The surveys were sent electronically through secure web applications and at meetings of the NGO staff through alternative organizational choices and access to technology. Entering into confidentiality and anonymity was promised as a way of getting truthful answers. The last sample included 100 good responses.

Data Analysis Procedures: The data were coded and input into SPSS Version 25 in order to carry out statistical analysis. Descriptive statistics were used to provide an overview of respondent demographics and the distribution of the variables. Multi-item scales were evaluated with reliability tests (Cronbach's alpha), which showed internal consistency of the scales ($\alpha = .907$, which is excellent reliability). Such inferential statistics as correlation analysis, chi-square tests, and principal component analysis were used to investigate the relations between factors of employment and turnover intentions. Multivariate analyses

were used to control the demographic variables such as age, gender, tenure, and NGO type in order to isolate organizational factors.

Qualitative Approach

Semi- Structured Interviews: The qualitative stage was used to conduct semi-structured interviews of 20 employees of NGOs and HR members using a purposive sample. The findings in the qualitative phase were contextualized through employee narratives. Interviews were conducted using a loose template with open-ended questions that involved: personal experience with compensation and benefits; perception of organizational HR policies and equity; career advancement experiences and experience, and career barriers; attitudes toward job-related security and contract terms; attitudes toward leadership and communication practices; emotional and physical effects of burnout; attitude toward the job and team dynamics; and intention to stay or leave.

Sampling and Recruitment: The participants of the interviews were chosen by the purposive and snowball sampling techniques that guaranteed the diversity in the samples in terms of role, seniority, types of NGOs, and demographics. This diversity was also necessary in getting broad-based views within the Lebanese NGO world. The potential participants were approached either through email or through organizational contacts and given comprehensive details regarding the purpose of the study, the confidentiality measures, and the voluntary nature of the study. The interviews were done in Arabic, English, or French, depending on the preference of the people interviewed, taking between 45 and 90 minutes. All the interviews were recorded audio-taped with consent and transcribed verbatim to be analyzed.

Data Analysis and Interpretation Data were analyzed using qualitative methods based on thematic analysis (Braun & Clarke, 2006). Themes and sub-themes have been identified on the contribution of factors to turnover, emotional reaction to conditions at the workplace, and coping mechanisms. This analysis aimed at identifying inconsistencies, frictions, and other cultural or context-based factors that were peculiar to the Lebanese NGO setting. The quantitative findings were then triangulated with the qualitative ones, which allowed cross-validation and a deeper and more holistic comprehension of turnover phenomena.

Ethical Considerations

As employee turnover is a sensitive issue, and as it might have included organizational dissatisfaction and criticism, a rigid set of ethical guidelines was adhered to. These were the presence of informed consent of all the participants, the need to protect the confidentiality and anonymity of the responses, free will of participants to quit the study at any point without punishment, safe storage of the data with limited access to identifiable data, and approval by the institutional review board with reference to the ethical standards of research.

Sample Characteristics

A total of 100 NGO employees were used as a sample, 52% aged 26-40 years, 21% aged 41-55, 19% aged below 25, and 8% aged above 56-70. There was a gender distribution of 58 males and 42 females. The study involved all Lebanese nationals. The marital status distribution was 52 percent married, 45 percent single, and 3 percent divorced. With respect to children, 47% had no children, 16% had two children, 15% had three children, 13% had one child, and 9% had four or more children. Dependent distribution indicated that 35% dependent supported two dependents, 22% supported over five, 16% supported four, 14% supported three, and 13% supported one.

The level of education showed 52% of them to be Bachelor-level, 23% at the Master-level, 18% with school/technical level degrees, and 7% at the doctoral/professional levels. There was a 52 percent distribution of university types through public institutions and 48 percent through private institutions. Only 13 percent of the respondents had professional experience outside Lebanon.

The areas of NGO specialization were food/financial support (42%), professional/personal skill development (38%), education (12%), and medical aid (8%). The geographic distribution was 44% in Beirut, 24% in Mount Lebanon, 18% in Beqaa, 7% in South Lebanon, 6% in North Lebanon, and 1% in Baalbeck-Hermel. Commute times showed that 42% of the population commuted between 2-3 hours, 29% between 1-2 hours, 15% between 0-1 hour, and 10% more than 3 hours. Salary currency portrayed 71% and 29% of the foreign currency and mixed currency payments, respectively. In terms of perception of turnover, 58 percent of the respondents said that their NGOs were not characterized by high turnover, and 42 percent said that their organizations had high turnover rates.

Table 1. Respondent Characteristics

Variable	Category	Percentage
Age	Below 25	19%
Age	26–40	52%
Age	41–55	21%
Age	56–70	8%
Gender	Male	58%
Gender	Female	42%
Education	Bachelor	52%
Education	Master	23%
Education	Technical	18%
Education	Doctoral	7%
Region	Beirut	44%
Region	Mount Lebanon	24%
Region	Beqaa	18%
Region	South	7%
Region	North	6%

Source: Author's calculations

The demographic characteristics of respondents are summarized in Table 1.

The survey questionnaire items used in this study are presented in Appendix A.

4. Results

Validity and Reliability

Principal Component Analysis revealed construct validity among all the measured variables. The sample size measure of adequacy Kaiser-Meyer-Olkin provided the value of .924 which gives excellent sampling adequacy based on the normal interpretation of KMO ($KMO \geq .9$). The Test of Sphericity of Bartlett had a chi-square value of 784.716 with 36 degrees of freedom ($p = .000$), thus rejecting the null hypothesis that the correlation matrix is an identity matrix and accepting that the variables are related to each other in a way that is suitable to perform factor analysis.

The reliability analysis based on the Cronbach alpha revealed that there were great internal consistency scores of all the measurement items with $\alpha = .907$, which is significantly higher than the required acceptable range of .70, and it shows that the measurement instruments are highly reliable.

Table 2 KMO & Bartlett

Test	Value
Kaiser-Meyer-Olkin (KMO)	0.924
Bartlett's Test Chi-Square	784.716
df	36
Sig.	0.000

Source: Author's calculations

Normality Assessment

Skewness and kurtosis values were examined to assess data distribution normality. Employee turnover demonstrated skewness of -.282 ($SE = .241$) and kurtosis of -.857 ($SE = .478$). Compensation and benefits showed skewness of -.521 ($SE = .241$) and kurtosis of -.124 ($SE = .478$). HR policies exhibited skewness of -.395 ($SE = .241$) and kurtosis of -.217 ($SE = .478$). Growth and development revealed skewness of -.487 ($SE = .241$) and kurtosis of -.375 ($SE = .478$). Perspective displayed skewness of .220 ($SE = .241$) and kurtosis of -.698 ($SE = .478$). Contracts showed skewness of -.280 ($SE = .241$) and kurtosis of -.624 ($SE = .478$). Leadership demonstrated skewness of -.027 ($SE = .241$) and kurtosis of -.021 ($SE = .478$). Employee burnout exhibited skewness of -.689 ($SE = .241$) and kurtosis of -.071 ($SE = .478$). Work environment revealed skewness of -.105 ($SE = .241$) and kurtosis of -.102 ($SE = .478$). All skewness values fell within the acceptable range of -1 to +1, and kurtosis values within the acceptable range of -2 to +2, indicating approximately normal distributions suitable for parametric statistical analyses.

Table 3. Normality Test Results

Variable	Skewness	Kurtosis
Turnover	-0.282	-0.857
Compensation	-0.521	-0.124
HR policies	-0.395	-0.217
Growth	-0.487	-0.375
Perception	0.220	-0.698
Contracts	-0.280	-0.624
Leadership	-0.027	-0.021
Burnout	-0.689	-0.071
Work environment	-0.105	-0.102

Source: Author's calculations

Chi-Square Test Results

To test the hypotheses, Chi-square tests were used to find out the association between each independent variable and employee turnover, which offered empirical tests to test the hypothesis.

Compensation and Benefits: Chi-square Test the Pearson chi-square value of 224.297 and 176 degrees of freedom of 176 ($p = .008$) were obtained. This statistically significant correlation ($p < .05$) shows that differences in the turnover rates in employees can be attributed to variation in compensation and benefits packages. Workers who feel that they are not adequately compensated and are not satisfied with their benefits show a greater tendency to quit their jobs. Hypothesis 1 is accepted.

HR Policies: The Pearson chi-square value of the analysis was 246.175, and the degrees of freedom were 242 ($p = .413$). The p-value of that (greater than the value of .05) is not significant, meaning that in this sample there is no statistically significant correlation between the HR policies and the turnover. Among the NGOs analyzed, there are differences in HR policies such as the recruitment process, performance reviews, grievance management, and disciplinary actions, which cannot be proven to have any tangible effect on employee turnover intentions. Hypothesis 2 is rejected.

Professional Growth and Development: Pearson chi-square was found to be 359.690, and the degrees of freedom were 275 ($p = .000$). Turnover rates highly depend on the availability of opportunities for growth and development. Those employees who do not have career progression, skill development, training, and a clear career development path are more likely to have high turnover intentions. Hypothesis 3 is accepted.

Employee Perception of NGO Work: The chi-square value of the Pearson chi-square of 210.722 and the degrees of freedom of 154 ($p = .002$) were obtained. This positive association indicates that employee perceptions of job and organization influence turnover probability. Positive perceptions such as job satisfaction, perceived fairness, and alignment with the organizational values are associated with low turnover, whereas negative perceptions lead to departure. Hypothesis 4 is accepted.

Employment Contracts: Analysis resulted in a Pearson chi-square value of 188.577 and 132 degrees of freedom ($p = .001$). The nature of employment contracts, whether they are temporary, fixed-term, or permanent, has an impact on turnover rates. Short-term or temporary contracts are the source of job insecurity because employees leave their jobs when they find a more stable place to work. Hypothesis 5 is accepted.

Leadership Effectiveness: The Pearson chi-square value was found to be 268.746 with 176 degrees of freedom ($p = .000$). This important discovery denotes that the quality of leadership has an important impact on the turnover rates. Good leadership results in situations where employees are encouraged, cherished, and inspired, whereas bad leadership brings in dissatisfaction, lack of trust, and turnover. Hypothesis 6 is accepted.

Employee Burnout: According to the Chi-square test, the Pearson chi-square value of 135.701 and 99 degrees of freedom ($p = .008$) was obtained. A statistically significant association was identified that burnout is a key determinant in the context of employee retention. Workers with a greater level of burnout, who also show emotional exhaustion, depersonalization, and decreased personal accomplishment, are more likely to turn over. Hypothesis 7 is accepted.

Work Environment: The analysis provided a Pearson chi-square of 284.267 and 220 degrees of freedom ($p = .002$). The quality of the physical and social work environment influences the turnover. Good, safe, inclusive, and positive work cultures contribute to retention, but poor work cultures make employees quit. Hypothesis 8 is accepted.

Table 4. Chi-Square Test Results

Variable	Chi-square	df	p-value	Result
Compensation	224.297	176	.008	Significant
HR policies	246.175	242	.413	Not significant
Growth	359.690	275	.000	Significant
Perception	210.722	154	.002	Significant
Contracts	188.577	132	.001	Significant
Leadership	268.746	176	.000	Significant
Burnout	135.701	99	.008	Significant
Work environment	284.267	220	.002	Significant

Source: Author's calculations

Correlation Analysis

Pearson correlation coefficients demonstrated how the variables of the study are interrelated. There were strong positive correlations between compensation and benefits and HR policies ($r = .867$, $p = .000$), growth development ($r = .855$, $p = .000$), perspective ($r = .804$, $p = .000$), contracts ($r = .628$, $p = .000$), leadership ($r = .772$, $p = .000$), employee burnout ($r = .682$, $p = .000$), and work environment ($r = .701$, $p = .000$). HR policies were strongly correlated with the growth development ($r = .820$, $p = .000$), perspective ($r = .758$, $p = .000$), contracts ($r = .679$, $p = .000$), leadership ($r = .750$, $p = .000$), employee burnout ($r = .660$, $p = .000$), and work environment ($r = .714$, $p = .000$). Perspective ($r = .828$, $p = .000$), contracts ($r = .600$, $p = .000$), leadership ($r = .804$, $p = .000$), employee burnout ($r = .707$, $p = .000$) and work environment ($r = .707$, $p = .000$) were strongly correlated with the growth development.

However, the employee turnover showed weak and not significant correlations with all other factors: compensation and benefits ($r = .076$, $p = .455$), HR policies ($r = .126$, $p = .212$), growth development ($r = .072$, $p = .474$), Perspective ($r = .121$, $p = .229$), contracts ($r = .059$, $p = .560$), leadership ($r = .025$, $p = .802$), employee burnout ($r = -.001$, $p > .05$). The trend indicates that although the individual factors show

considerable bivariate relationships with turnover in the chi-square analyses, their linear relationships with turnover intentions are less significant, which may indicate nonlinear relationships between variables or complex interactions between variables.

Qualitative Findings

Interpretation of the interview transcripts through thematic analysis identified seven large themes that represent the quantitative variables, and added contextual depth and richness of explanation.

Compensation and Benefits: The participants always pointed out the insufficient compensation as a key cause of turnover. According to one of the respondents: The salary is just enough to help one get transportation and eat. In times when you have a family to keep, you cannot survive on an NGO salary, however much you subscribe to the mission. Another one: "I enjoyed working, and three years on, no pay increase, and inflation spiraled, so I had to quit to take a job in the private sector. My landlord does not take mission statements as money.

HR Policies: Quantitative analysis showed no significance, but the qualitative analysis showed HR policy significance when incorporated with other variables. An HR manager gave this explanation: We have policies on paper, but we do not always implement them. Some managers are very strict in their application, and there are those who disregard them altogether. This disparity attracts the attention of the employees, and they become untrustworthy. On the other hand, another respondent noted: The policies are there, but none of them were explained to me. I did not know anything about the evaluation criteria until I got a low grade that I did not comprehend.

Professional Development: Career stagnation also became a strong motivation for turnover. One of the program coordinators said: I have worked in the same role for five years with no promotion prospects. Projects come and pass, but my job never changes. My skills are at the same level as my colleagues in other fields. Another respondent pointed out: The headquarters staff has the opportunity for training, and field employees never do. We are supposed to act without being developed.

Short-Term Contracts: Job insecurity that comes with temporary contracts was in the spotlight. A project assistant said: I do not know, every half a year, whether my contract is going to be renewed. You are not able to plan your life, not able to devote to rent, not able to think about marriage and children. How will anybody remain long-term in such situations? One other interviewee noted: Short-term contracts bring in short-term thinking. Why work hard on the improvement of this organization when you can not be here next quarter?

Leadership: Leadership effectiveness was found to be the determining factor of retention choices. One employee mentioned: My manager makes us feel like he is treating us like resources, not people: no appreciation, no encouragement, no care for our professional development. One time, she went out to criticize my work without ever criticizing me privately, which is when I began to update my CV. On the other hand, one of the participants mentioned, "My supervisor really cares. She speaks on our behalf, gives positive criticism, and compliments our success. This encouragement is the reason I am still here, even with low wages.

Burnout: Interviews were characterized by emotional exhaustion, especially in frontline workers. One of the caseworkers disclosed: I have 60+ cases, each one of them is about trauma and suffering. I do not have time to process, no supervision, and no mental health support. I am tired, yet I am supposed to be caring and effective. I also have days when I have cried in my car on my way home. Moreover, one more

respondent said: Burnout is not considered an organizational responsibility. When I asked to be assisted, they advised me to improve my time management.

Work Environment: The climate also played a major role in retention. One participant mentioned: The climate is unhealthy--gossiping, clique formation, as opposed to working and collaborating. I dreaded coming to work." Another positive contrast that was observed: We are all supporting one another. When an individual is in trouble, there are others who intervene. With that feeling of community, tough jobs become tolerable.

Table 5. Hypothesis Testing Results

Hypothesis	Variable	p-value	Result
H1	Compensation	.008	Supported
H2	HR policies	.413	Not supported
H3	Growth	.000	Supported
H4	Perception	.002	Supported
H5	Contracts	.001	Supported
H6	Leadership	.000	Supported
H7	Burnout	.008	Supported
H8	Work environment	.002	Supported

Source: Author's calculations

The hypothesis testing reveals that compensation, professional development opportunities, employee perceptions, employment contracts, leadership, burnout, and work environment have a significant and positive effect on employee turnover intentions, while HR policies do not have significant impact. The results indicated that organizational practices and working conditions significantly impact the employee turnover intention in Lebanese NGOs.

5. Discussion

The quantitative and qualitative findings were integrated because the results showed similarities that could not be disregarded at any stage of the study.

The mixed-method approach allowed for extensive knowledge of turnover dynamics due to the synthesis of statistical trends with first-hand stories. The overlap of quantitative value and qualitative focus in the majority of variables increases validity in results, whereas the disjunction in HR practices brings a valuable methodological and substantive understanding.

Compensation and Benefits: This is statistically significant ($p = .008$) and shows a high qualitative focus to confirm that compensation adequacy is a core element in retention. According to the findings, this paper extends the contribution of Equity Theory by showing how perceived compensation inequity escalates with economic collapse and currency devaluation. Compensation adequacy gains added significance in the inflationary situation in Lebanon, where the purchasing power is being undermined by the devaluation of the currency. NGOs need to be aware that mission alignment cannot replace financial security forever.

Professional Growth: Human capital theory predicts that employees want returns on skills investments, which was upheld by a strong statistical significance ($p = .000$) coupled with qualitative accounts of career stagnation. Organizations that do not offer development opportunities lose their talent to other companies that have well-defined promotion strategies. This observation is especially relevant to the younger workers who make up the larger portion of the sample, as they emphasize career growth when making their career choices.

Employee Perception: The significance ($p = .002$) of employee perception on turnover shows that the psychological contract theory is applicable in NGO settings. Employees develop organizational expectations; where such expectations are not fulfilled, that is, through job security, meaningful work, or even supportive management, a perceived breach of contract will bring about withdrawal. This dynamic is demonstrated through qualitative accounts of disillusionment where mission rhetoric is in opposition to realities within an organization.

Employment Contracts: The concerns regarding project-based funding models, which are common in NGOs, are statistically significant ($p = .001$). Short-term contracts create uncertainty at the expense of organizational commitment and initiate a desperate job search. This result disproves the assumptions that flexibility is helpful to both parties, showing, on the contrary, that instability causes psychological costs that lead to turnover.

Leadership: The association between leadership and organizational climate and retention is found to be significant ($p = .000$). The qualitative descriptions of supportive leadership and toxic leadership bring out how the behaviors of the leader affect the experiences of the employees. The traits of transformational leadership were found to be retention-enhancing, such as inspiration, personalized consideration, intellectual stimulation, and laissez-faire or autocratic leadership styles, which sped up the exit.

Employee Burnout: Statistical significance ($p = .008$) confirms that burnout is a retention-threatening condition and should be addressed by the organization. Emotional depletion, workload overload, and insufficient support are all qualitative stories of burnout, which demonstrate the complexity of burnout. This finding aligns with the Job Demands–Resources model, where excessive demands relative to resources lead to strain, which, in turn, will result in withdrawal.

Work Environment: The importance of the physical and psychosocial work environment is confirmed with a significant association ($p = .002$). The story of toxic relationships and supportive communalities is otherwise described qualitatively to explain the influence of the environment on everyday life. Social exchange theory would explain this trend: when there is provision of enabling environments, then there will be reciprocity, and when there is not, withdrawal will ensue.

HR Policies: The initial non-significance ($p = .413$) indicates that the policy of HR is not a significant factor in the retention literature. However, as qualitative knowledge can solve this seeming paradox, the presence of policies on paper does not mean their effective application in practice; this policy-practice gap is the reason why the measured policies had no statistical relationship with turnover, employees consider practices implemented, as opposed to policies in writing. The implication of this finding is significant: the mere presence of the policy is not enough; its active, clear implementation is what determines success.

The findings show that turnover intentions in Lebanese NGOs are created through financial insecurity, organizational instability, leadership quality and psychological strain. Instead of working independently,

these factors strengthen each other in crises, with employees being economically and emotionally uncertain.

Theoretical Contributions

The present study contributes to the turnover theory by putting existing frameworks into context, with regard to the crisis-influenced NGO sector in Lebanon. Several theoretical implications come about:

First, the results are the extension of Herzberg's Two-Factor Theory, which suggests the interaction of hygiene factors (compensation, job security) and motivators (growth, recognition) in resource-limited settings. Although Herzberg separated these categories, the Lebanese NGO context demonstrates all of them to be interconnected: lack of hygiene factors eventually leads to the decrease of the motivator effect as financial stress deteriorates the intrinsic motivation.

Two, the outcomes contribute to Psychological Contract Theory by recording the way external instability, which is economic breakdown and political uncertainty, alters employee expectations. Psychological contract dimensions may be re-prioritized in volatile situations as the employees think of the security-related duties (contract stability, on-time salary) over the relational ones (support, recognition).

Third, the results put forth the extensions of the Social Exchange Theory by identifying how scarce resources change the dynamics of exchange. In cases where organizations are unable to pay competitive remuneration, they have to offer other forms of inducement, such as supportive leadership, favorable climate, development prospects, etc., to sustain desirable exchange relationships. Institutions that do not remunerate either in financial or non-financial terms suffer an imbalance in exchange, which leads to turnover.

Fourth, findings add to the Job Embeddedness Theory since it shows that external factors such as economic conditions and political instability have varying effects on on-the-job and off-the-job embeddedness. The economic crisis could enhance off-the-book embeddedness (less mobility) and lower on-the-book embeddedness (organizational instability), with multifaceted retention patterns shown.

Practical Implications

The results have important implications for the leaders of NGOs, HR practitioners, and policymakers aiming to improve retention in hostile settings.

Compensation Strategy NGOs should focus on competitive remuneration within a limited budget. Some of the strategies involve comparison to sector standards, open-scale remuneration, non-financial benefits (flexible working hours, career growth), and lobbying to donors to ensure a proper coverage of personnel costs. Variable rewards can be used to encourage and contain fixed expenses.

HR Policy Implementation: The policies written on paper are not enough without the implementation process. Organizations should invest in the training of the managers who will understand and implement policies, have monitoring mechanisms that detect gaps in implementation, and have accountability systems that correct inconsistencies. The contribution of employees to the process of policy development improves ownership and compliance.

Career Development: Organized career ladders, mentoring initiatives, and training indicate organizational commitment to employee futures. Project rotation and cross-training can offer growth with no promotion involved. Organisations need to incorporate development planning in the performance management processes.

Stability of Contracts: Organizations must be transparent when it comes to the chances of contract renewal, give as much warning as possible about non-renewal, and, as much as feasible, should core fund the important positions. The advocacy with donors on the multi-year funding helps staff to stay stable.

Leadership Development: The returns of investing in leadership capabilities are retention returns. The emphasis of training should be on emotional intelligence, communication skills, coaching abilities, and inclusive practices. The 360-degree feedback can give the leaders insight into development. Simulation of the behaviors that are wanted at the senior levels is what defines the organizational culture.

Burnout Prevention: Prevention of burnout is proactive, which requires workload management, mental health support, and supportive supervision. Workload indicators should be monitored, and counseling should be made available to employees, and organizations should sanction normalization of help-seeking. Sustainability of the workforce is ensured through wellness programs, sufficient leave policies, and recovery opportunities.

Work environment: Positive climate development is an art that needs to be made: dealing with toxic behaviors early, publicly rewarding merits, encouraging teamwork with the help of team structures, and providing psychological safety with an open communication channel. The inclusion practices also make sure that the voices of various people are involved in the organizational culture, as employee surveys are used to determine areas of improvement.

The findings above are in line with earlier studies which reveal that compensation, leadership and career development, in that order, constitute the top-most significant predictors of employees' turnover intentions. (Allen et al., 2010; Hom et al., 2017) The findings also provide support for Herzberg's two-factor theory which suggests that hygiene factors such as salary, job security, etc. as well as motivating factors, are responsible for the retention of employees. In addition, the findings support the Social Exchange Theory which implies that employees are more likely to stay in organizations where they feel supported, valued and treated fairly.

6. Conclusion

The purpose of this study was to examine the determinants of employee turnover intentions in non-governmental organizations in Lebanon. The results confirm that turnover intentions are majorly affected by compensation and benefits, career advancement opportunities, perception of employees, contract security, quality of leadership, burnout, and work environment. Although the HR policies are not statistically significant when taken individually, they become substantial when applied consistently. The study adds to the current body of research regarding the turnover theory by situating the existing paradigms in the context of a crisis-related nonprofit setting, showing how the external instability changes the traditional dynamics of retention.

This study has several limitations. The cross-sectional design measures relationships at one point in time, and it cannot be causally inferred. Data that is self-reported can be biased towards social desirability or recall. The geographical focus on Lebanon does not allow generalization to other settings, but the results can be used to help understand how NGOs may work in other fragile settings. The sample size is sufficient in primary analyses, but subgroup studies are limited by sample size.

Further studies can utilize longitudinal designs to identify trends in turnover choices with time elapse, evaluate intervention efficacy with experimental designs, learn about the impact of the donor on employment patterns, and examine the intersectional considerations (gender, age, refugee status) that

affect retention experience. The dynamics of turnover across the countries in the MENA region would be clarified through comparative studies.

Finally, employee turnover in Lebanese NGOs is a complex behavior that should be fought using overall and integrated approaches that appreciate the interdependence of the determinants of retention. Organizations that invest in equitable compensation, unchanging HR, development opportunities, supportive leadership, burnout prevention, and favorable work environments will increase the stability of the workforce, organizational performance, and mission contribution. To strengthen employee retention, NGOs affected by the crisis must integrate strategies, which combine organizational finances, supportive leaders, career development and psychologically strengthening work environments.

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Appendix A

The Questionnaire

Name of the study: Employee Turnover in NGOs – Lebanon

Dear Sir / Madam,

My name is Hiba Abou Haykal and I am a PhD in Sociology student, at the Faculty of Humanities at Saint-Joseph University of Beirut (USJ), working under the supervision of Dr. Michel Abs (email: michel.abs@usj.edu.lb, tel.: +9613269145).

I am inviting you to participate in a research project called Employee Turnover in NGOs and it involves assessing potential variables that influence employee turnover in NGOS that are based in Lebanon. Employee turnover refers to an employee's intention and behavior regarding leaving their job. This thesis will examine several variables that affect employee turnover. The findings of this study will highlight the various variables shaping employee turnover reasons and their relevance, with the end goal of identifying beneficial remedies

This study has been approved by the USJ Ethics Board.

Your participation in this survey is **completely voluntary** and all questions are optional

By participating in this study, you are providing great help and will allow us to learn more about the causes of employee turnover and potential remedies.

This survey is **anonymous** and your answers will be held **strictly confidential**. You are free to answer one or none of these questions.

Thank you in advance for your time.

Should you agree to participate in the study, you can click on the "I AGREE" box below to be directed to the questionnaire. Should you not agree, you can click on "I DO NOT AGREE" and you will be returned to the home page.

Socio-demographic information

1. Age:
 - a. Less than or equal to 25
 - b. 26-40
 - c. 41-55
 - d. 56-70
 - e. 71 years or more
2. Sex:
 - a. Female
 - b. Male
3. Nationality:
 - a. Lebanese
 - b. Non-Lebanese
4. Marital status

- a. Single
- b. Married
- c. Divorced/separated
- d. Widow/er

5. How many children do you have?

- a. None
- b. One
- c. Two
- d. Three
- e. Four
- f. More than five

6. Number of dependents (spouse, children, extended family members, and other):

- a. One
- b. Two
- c. Three
- d. Four
- e. More than five

7. Level of education:

- a. School Level
- b. Technical
- c. BA/BS
- d. Masters
- e. PhD
- f. MD

8. Type of university attended (if applicable):

- a. Public
- b. Private

9. Do you have any professional experience outside of Lebanon?

- a. No
- b. Yes

If yes, please specify for how many years: _____

10. How did you know about the position in the NGO that you worked at?

- a. LinkedIn
- b. Job websites
- c. NGO website
- d. Family and friends

- e. Referral from an employee within the NGO
- f. Recruitment agency
- g. Social media (Facebook, Instagram, Twitter, etc.)
- h. Other: _____

11. The specialization of the NGO you worked at:

- a. Education
- b. Nutrition and food assistance
- c. Medical aid
- d. Financial support
- e. Professional/personal skill development
- f. Personal care
- g. Different sectors
- h. Others – Please specify: _____

12. Location of the NGO you worked at:

- a. Aakkar
- b. Baalbeck- Hermel
- c. Beirut
- d. Beqaa
- e. Mount Lebanon
- f. North Lebanon
- g. South Lebanon

13. How long was your commute to work?

- a. Less than 30 min each way
- b. Between 30 min and 1 hour each way
- c. Between 1 hour and 1:30 min each way
- d. More than 1:30 min each way

14. In which currency did the NGO you worked at provide salaries?

- a. Foreign currency
- b. Full LBP
- c. Foreign currency, Lebanese currency or hybrid
- d.

15. Did the NGO you worked at, suffer from high rates of employee turnover?

- a. Yes
- b. No

The following statements will be assessed using a 5-point Likert scale ranging from strongly disagree (1); strongly disagree (2); disagree (3); agree (4) to strongly agree (5).

Hypothesis 1: High employee turnover in NGOs is caused by the lack of adequate HR policies to target poor employee retention rates, in terms of benefits, competitive salaries, and raises

Compensation & Benefits

Hypothesis 1: High employee turnover in NGOs is caused by the lack of adequate compensation and Benefits which leads to poor employee retention rates.

Compensation & Benefits: In this section, we will be assessing the use of compensation policies and their effect on employee turnover, in terms of benefits, competitive salaries, and raises.

	Strongly disagree	Disagree	Agree	Strongly agree
Employees are secured with good in-kind benefits by the organization.				
My organization secures deals, offers, and discounts that are exclusive for its employees.				
My organization's salaries are competitive in the market.				
My organization offers periodic raises for employees.				
Employee raises are significant and impactful.				

HR Policies

Hypothesis 2: High employee turnover in NGOs is caused by the lack of adequate HR policies in areas like fair policy implementation, employee respect, and balance between corporate and employee interest.

HR Policies: In this section, we will be assessing the use of adequate HR policies and their effect on employee turnover, in terms of discipline, employee evaluation, company policies, and balance of employee and organization interests.

	Strongly disagree	Disagree	Agree	Strongly agree
HR policies regarding discipline policies, dress code, and ethics are equally and fairly applied on all employees.				
The policies and procedures to evaluate employee performance are realistic, feasible, and fair.				
The policies and procedures to evaluate employee performance are known and understood by all staff.				
NGO policies are updated to fit the changing needs and requirements of the employees and company.				
HR policies show respect for employees.				
HR policies are equitable between corporate and employee interests and do not favor either one over the other				
My organization provides flexibility in working hours and days.				

Professional Growth & Skills Development

Hypothesis 3: High employee turnover in NGOs is caused by the lack of adequate corporate policies that handle employee personal and professional growth, skills development, motivation, and creation of a supportive work environment.

Professional Growth & Skills Development: In this section, we will be assessing corporate policies that handle employee personal and professional growth, skills development, motivation, and creation of a supportive work environment and their effect on employee turnover.

	Strongly disagree	Disagree	Agree	Strongly agree
My organization offers employees personal development opportunities/courses (emotional intelligence, social skills, physical activities, etc.).				
My organization offers employees professional growth opportunities/courses (technical program or software use, skill workshops, conferences, career training, etc.)				
Employees have the required tools and equipment to complete their jobs.				
The management identify skills and encourage them to develop their skills.				
My organization motivates its employees through adequate and positive communication.				
My organization motivates its employees through financial rewards.				
My organization focuses on creating a supportive work environment by organizing outings and other team building activities.				
Employee interactions among each other are positive and supportive.				

Short-term Perspective of NGO Work

Hypothesis 4: High employee turnover in NGOs is caused by employee perception of NGO work as temporary which prevents them from having a long-term planning and career perspective.

Temporary NGO Work: In this section, we will be assessing the effect of the temporary perception of NGO work on employee turnover.

	Strongly disagree	Disagree	Agree	Strongly agree
Employees think NGO jobs will be unsustainable when social and economic ameliorate and indicators become better				
Employees think NGO jobs will be unsustainable when health services by the government and/or private sector improve.				
Employees think NGO jobs will be unsustainable when educational services by the government and/or the private sector improve.				
Employees in my organization feel unstable due to the prevalence of short-term projects.				
Short-term projects in my organization do not provide a sense of work longevity for employees.				

Effects of Short-Term Employment Contracts

Hypothesis 5: High employee turnover in NGOs is caused by the prevalence of short-term employment contracts, thus weakening the sense of employee organizational structure and commitment.

Short-Term Employment Contracts: In this section, we will be assessing short-term employment contracts and their effect on the sense of employee commitment and turnover.

	Strongly disagree	Disagree	Agree
Employees feel proud to work for my organization, even though they are having short-term contracts			
Employees feel fortunate to work for my organization, despite having short-term contracts.			
Employees adhere the philosophy, culture and values of my organization.			
Employees accept any work assigned by their supervisors to continue working in the organization.			
Employees are concerned about the future development of the organization.			
Employees see a future for themselves in my organization.			
Employees feel a sense of belonging to the organization.			

Interaction between staff and Leadership

Hypothesis 6: High employee turnover in NGOs is caused by the effects of ineffective leadership on the feeling of belonging and the adherence to the NGO culture and values.

Leadership Style: In this section, we will be assessing the effectiveness of your organization's leadership on employee turnover.

	Strongly disagree	Disagree	Agree	Strongly agree
Employees in my organization have good interactions with their supervisors.				
Employees in my organization are regularly supported in work by their supervisors.				
Employees in my organization generally find it easy to communicate their problems and concerns to their supervisors.				
Supervisors in my organization effectively address the concerns of their employees.				
Supervisors in my organization are role models for their employees.				

Employee Burnout

Hypothesis 7: High employee turnover in NGOs is caused by employee burnout, due to excessive workloads, time constraints, and abused employee scope of work.

Employee Burnout: In this section, we will be assessing employee burnout caused by excessive workloads and other constraints on employees and their effect on employee turnover.

	Strongly disagree	Disagree	Agree	Strongly agree
Employees are stressed by the overwhelming workload they have.				
Projects must be completed in short deadlines absolute for projects are not realistic.				
Employees tend to work overtime to finish their tasks.				
Employees take assignments that do not fall within their scope of work.				

Work Environment and Atmosphere

Hypothesis 8: High employee turnover in NGOs is caused by a work environment that is affected by favoritism, nepotism, gender discrimination, harassment (verbal, psychological, and sexual), as well as maternity leave and labor law violations.

Work Environment and Atmosphere: In this section, we will be assessing the effect of the work environment on employee turnover.

	Strongly disagree	Disagree	Agree	Strongly agree
Employees suffer from discrimination, favoritism, nepotism and clientalism in my organization, in areas like recruitment, benefit allocation, promotions, special treatment, etc.				
Some employees get special treatment that other employees do not get.				
Employees suffer from moral harassment (verbal abuse, demeaning remarks, offensive gestures, insults, unwanted jokes, etc.).				
Employees suffer from psychological harassment (gaslighting, withholding information, stealing credit, constantly opposing ideas, asking for impossible tasks, etc.)				
Employees suffer from sexual harassment (unwanted sexual advancements, inappropriately sexual touching/texting/joking, promotions conditioned by sexual favors, etc.).				
Female employees are denied maternity leave.				
Maternity leave rights are not applied in full, in accordance with the Labor Law.				
Labor Law stipulations, health and safety at work conditions are often overlooked. regarding employee health and safety are often overlooked.				
Labor Law stipulations on proper work processes are often disregarded.				