



# Emotional Intelligence and Employee Turnover in the Hospitality Industry

Evidence from an Embedded Mixed-Methods Study in Naga City, Philippines

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## ABSTRACT

Employee turnover remains a persistent challenge in the hospitality industry due to high emotional demands, workload pressures, and continuous interpersonal interactions. This study investigates the influence of emotional intelligence (EI) on employee turnover among hospitality professionals in Naga City, Philippines. Specifically, it examines employees' demographic profiles, levels of emotional intelligence, turnover motivations, and the relationships among these variables. An embedded mixed-methods research design was employed, involving 180 resigned employees from accommodation, food and beverage, and resort sectors. Quantitative data were analyzed using descriptive and inferential statistics, including weighted mean, Spearman's rank correlation, and chi-square tests, while qualitative responses were analyzed through thematic analysis to enrich interpretation. The findings reveal that employees generally exhibit high levels of emotional intelligence, particularly in social skills and motivation. However, self-regulation emerged as the weakest dimension, indicating challenges in managing emotions under stress. Organizational factors such as workload, compensation, career growth limitations, and work-life imbalance were identified as moderately high contributors to turnover. The results further indicate that emotional intelligence significantly influences turnover motivations, although it does not independently prevent turnover in the presence of unfavorable working conditions. This study contributes to the literature by integrating emotional and organizational perspectives in explaining turnover behavior. It proposes a comprehensive retention approach through the CARE Program, emphasizing emotional intelligence development, managerial support, and employee well-being. The findings provide practical insights for hospitality organizations seeking to enhance employee retention and organizational sustainability.

## Keywords

Emotional Intelligence  
Employee Turnover  
Resigned Employees  
Turnover Motivations  
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## Introduction

The hospitality industry is fundamentally built on human interaction, where employees are required to manage not only service delivery but also emotional engagement with guests. In such environments, employee performance is not solely dependent on technical competence but is strongly influenced by emotional intelligence (EI), which enables individuals to recognize, understand, and regulate their emotions effectively [1]. Emotional intelligence plays a critical role in shaping how employees respond to stress, resolve conflicts, and maintain motivation in highly demanding work settings. Individuals with high emotional intelligence are more capable of managing interpersonal relationships and workplace challenges, whereas those with lower levels of EI are more vulnerable to dissatisfaction and turnover intentions [2],[3].

Employee turnover remains one of the most pressing challenges in the hospitality industry worldwide. Due to the nature of the work, which involves long hours, emotional labor, and continuous interaction with customers, employees often experience stress and burnout. Studies indicate that turnover rates in the hospitality sector are significantly high, with reported rates reaching 46% in countries such as New Zealand [5]. In contrast, data from the National Capital Region show a turnover rate of 3.7% in accommodation and food service activities [6]. Despite regional differences, turnover remains a critical issue that affects service quality, operational efficiency, and organizational sustainability.

Several factors contribute to high turnover in the hospitality industry. Cultural differences, ineffective communication, lack of recognition, and limited career advancement opportunities have been identified as key drivers of employee dissatisfaction [7],[8]. In addition, employees are often exposed to challenging working conditions, including seasonal employment, unstable income, long working hours, and physical and emotional exhaustion [9]. These conditions create a work environment that can negatively impact employee well-being, leading to reduced motivation and eventual resignation. Job dissatisfaction, particularly when linked to excessive workload and poor working conditions, has been shown to significantly increase turnover rates and weaken organizational performance [10].

In the context of Naga City, hospitality employees face additional challenges that further intensify turnover tendencies. Employees often report feeling undervalued, undercompensated, and exposed to toxic workplace environments characterized by poor leadership and interpersonal conflict [11]. Toxic workplace behaviors such as gossip, false accusations, and lack of support contribute to emotional exhaustion and decreased productivity [12]. Furthermore, employees in restaurants and resorts frequently cite low salaries, inadequate benefits, heavy workloads, and irregular work schedules as primary reasons for leaving their jobs [13],[14]. Although teamwork and cooperation can serve as coping mechanisms, insufficient managerial support and lack of recognition weaken employee commitment and increase turnover risks [15].

Job satisfaction plays a crucial role in addressing turnover issues. Employees who feel valued, supported, and fairly compensated are more likely to remain in their positions and contribute positively to organizational goals. Emotional intelligence contributes significantly to job satisfaction by enabling employees to manage stress, build strong relationships, and maintain a sense of purpose in their work. When supported by effective human resource practices such as fair compensation, career development opportunities, and work-life balance initiatives, emotional intelligence can enhance employee engagement and reduce turnover intentions. This highlights the importance of integrating emotional intelligence development into organizational strategies to improve employee retention and performance.

Despite the growing recognition of emotional intelligence in organizational behavior, many existing studies focus primarily on its technical or psychological aspects rather than its practical implications for employee retention in specific industries. In the hospitality sector, there remains a gap in understanding how emotional intelligence directly influences employees' decisions to leave their jobs, particularly in localized contexts such as Naga City. Addressing this gap is essential for developing targeted interventions that align with the unique challenges faced by hospitality workers.

This study aims to examine the influence of emotional intelligence on employee turnover in the hospitality industry in Naga City, Camarines Sur. Specifically, it seeks to determine the demographic profile of resigned employees, assess their levels of emotional intelligence across key dimensions, identify primary turnover motivations, and analyze the relationship between emotional intelligence and turnover factors. Additionally, the study aims to identify demographic variables associated with emotional intelligence and propose practical strategies to reduce employee turnover.

By focusing on both emotional and organizational factors, this study provides a comprehensive understanding of the dynamics influencing employee retention in the hospitality industry. The findings are expected to benefit employees, managers, and hospitality

establishments by offering evidence-based insights that can inform policies, training programs, and workplace practices. Ultimately, enhancing emotional intelligence and addressing key turnover drivers can contribute to a more supportive, productive, and sustainable work environment in the hospitality sector.

## **Methods**

### **A. Research Design**

This study employed an embedded mixed-methods research design to examine the influence of emotional intelligence on employee turnover in the hospitality industry. The quantitative component served as the primary method, focusing on measuring levels of emotional intelligence and identifying turnover motivations through structured survey data. The qualitative component was embedded within the survey to provide contextual insights and deeper explanations of the quantitative findings. This design was selected to ensure a comprehensive understanding of both measurable patterns and personal experiences of respondents. By integrating numerical data with narrative responses, the study was able to validate statistical trends and enrich interpretation. The mixed-methods approach also allowed for triangulation, enhancing the reliability and credibility of the findings. Overall, this design was appropriate for capturing the complexity of emotional intelligence and its relationship with turnover behavior in a real-world hospitality setting.

### **B. Participants and Data Collection**

The study involved 180 hospitality professionals in Naga City, Camarines Sur, who had previously resigned from their positions in accommodation, food and beverage, and resort sectors. Participants were selected using purposive sampling to ensure relevance to the study objectives. Data were collected through a structured questionnaire administered face-to-face in selected establishments. Coordination with management ensured that data collection took place during non-peak hours to avoid disruption of operations. Prior to participation, respondents were informed about the purpose of the study and provided voluntary consent. The researcher or enumerator remained available to clarify questions while ensuring that responses were not influenced. The questionnaire included both closed-ended items for quantitative analysis and open-ended questions to capture respondents' experiences, perceptions, and reasons for leaving their jobs, allowing for a more holistic data collection process.

### **C. Data Analysis**

Quantitative data were analyzed using descriptive and inferential statistical tools, including frequency, percentage, weighted mean, Spearman's rank correlation coefficient, and chi-square test of independence. These methods were used to determine the level of emotional intelligence,

identify turnover motivations, and examine relationships between variables. Qualitative data, derived from open-ended responses, were analyzed using thematic analysis to identify recurring patterns and key themes related to employees' experiences and perceptions. The qualitative findings were used to support and explain the statistical results, providing deeper insights into the reasons behind observed trends. The integration of both data types allowed for a more comprehensive interpretation of findings, ensuring that statistical relationships were contextualized within real-life experiences. This combined analytical approach strengthened the validity of the conclusions and provided a robust basis for recommendations.

## Results

### A. Demographic Profile of Respondents

The results indicate that employee turnover in the hospitality industry is largely concentrated among young and early-career professionals. The majority of respondents were aged 23–27 years (57.22%), followed by those aged 18–22 (23.33%), suggesting that turnover is more prevalent among younger employees. In terms of gender, females comprised the largest group (55%), reflecting the workforce composition in hospitality settings. Most respondents were college graduates (76.11%) and earned entry-level salaries, indicating that even educated employees are susceptible to turnover. Furthermore, the majority had relatively short tenure, particularly between 11 months and 2 years (51.67%), highlighting early-stage career instability.

**Table 1.** Demographic Profile of Respondents

| Category         | Group             | Frequency | Percentage |
|------------------|-------------------|-----------|------------|
| Age              | 18–22             | 42        | 23.33%     |
|                  | 23–27             | 103       | 57.22%     |
|                  | 28–32             | 27        | 15.00%     |
|                  | 33–36             | 8         | 4.45%      |
| Gender           | Female            | 99        | 55.00%     |
|                  | Male              | 65        | 36.11%     |
|                  | LGBT              | 16        | 8.89%      |
| Education        | College           | 137       | 76.11%     |
|                  | Senior High       | 29        | 16.11%     |
|                  | Junior High       | 11        | 6.11%      |
|                  | Elementary        | 3         | 1.67%      |
| Years of Service | 11 months–2 years | 93        | 51.67%     |
|                  | 3–5 years         | 46        | 25.56%     |

### B. Level of Emotional Intelligence

#### 1. Self-Awareness

The findings show that respondents demonstrate a strong level of self-awareness, with an overall mean of 3.92, interpreted as “Often applies.” Employees are particularly effective in recognizing positive emotional states such as happiness, but show relatively lower

awareness when dealing with negative emotions such as anger. This suggests that while emotional recognition is present, managing more intense emotional responses remains a developmental area.

**Table 2. Self-Awareness**

| Indicator               | Mean        | Interpretation       |
|-------------------------|-------------|----------------------|
| I know when I am happy  | 4.26        | Often applies        |
| Emotional awareness     | 4.11        | Often applies        |
| Stress recognition      | 3.92        | Often applies        |
| Losing temper awareness | 3.51        | Often applies        |
| <b>Overall Mean</b>     | <b>3.92</b> | <b>Often applies</b> |

## 2. Self-Regulation

Self-regulation results indicate that employees are generally capable of controlling their emotions, with an overall mean of 3.77. This suggests that respondents can maintain professionalism in the workplace; however, their ability to consistently regulate emotions may be challenged under conditions of stress and fatigue. Emotional suppression is evident, but sustained regulation appears less stable in demanding situations.

**Table 3. Self-Regulation**

| Indicator              | Mean        | Interpretation       |
|------------------------|-------------|----------------------|
| Suppressing emotions   | 3.87        | Often applies        |
| Emotional control      | 3.85        | Often applies        |
| Managing stress        | 3.81        | Often applies        |
| Emotional transparency | 3.54        | Often applies        |
| <b>Overall Mean</b>    | <b>3.77</b> | <b>Often applies</b> |

## 3. Motivation

The motivation dimension reflects a high level of internal drive among employees, with an overall mean of 3.94. Respondents strongly associate motivation with personal success and demonstrate the ability to prioritize tasks and maintain productivity. However, slightly lower scores in delayed gratification indicate challenges in sustaining long-term discipline, particularly in high-pressure work environments.

**Table 4. Motivation**

| Indicator                 | Mean        | Interpretation       |
|---------------------------|-------------|----------------------|
| Motivation drives success | 4.24        | Often applies        |
| Action orientation        | 4.09        | Often applies        |
| Task prioritization       | 4.06        | Often applies        |
| Delayed gratification     | 3.68        | Often applies        |
| <b>Overall Mean</b>       | <b>3.94</b> | <b>Often applies</b> |

## 4. Empathy

Empathy results reveal that employees possess strong interpersonal sensitivity, with an overall mean of 3.89. Respondents are generally able to understand others' perspectives and recognize the impact of their actions. However, interpreting difficult behaviors in others

remains a challenge, particularly under stressful conditions, suggesting limitations in emotional processing during high-pressure interactions.

**Table 5.** Empathy

| Indicator                      | Mean        | Interpretation       |
|--------------------------------|-------------|----------------------|
| Understanding others' feelings | 3.99        | Often applies        |
| Perspective taking             | 3.92        | Often applies        |
| Conflict understanding         | 3.91        | Often applies        |
| Dealing with difficult people  | 3.78        | Often applies        |
| <b>Overall Mean</b>            | <b>3.89</b> | <b>Often applies</b> |

## 5. Social Skills

Social skills emerged as the strongest dimension of emotional intelligence, with a mean score of 3.96. Employees demonstrate strong abilities in building relationships, listening, and interacting with others. These skills are essential in hospitality settings, where teamwork and communication are critical. However, variations in personal interest in social engagement suggest individual differences in interpersonal orientation.

**Table 6.** Social Skills

| Indicator              | Mean        | Interpretation       |
|------------------------|-------------|----------------------|
| Building relationships | 4.16        | Often applies        |
| Listening skills       | 4.07        | Often applies        |
| Social interaction     | 3.99        | Often applies        |
| Interest in people     | 3.82        | Often applies        |
| <b>Overall Mean</b>    | <b>3.96</b> | <b>Often applies</b> |

## 6. Summary of Emotional Intelligence

Overall, the results indicate that employees possess a strong level of emotional intelligence across all dimensions, with an overall mean of 3.82. Social skills and motivation rank highest, while self-regulation ranks lowest. This suggests that while employees are effective in interpersonal interactions, maintaining emotional control under stress remains a critical area for improvement.

**Table 7.** Summary of Emotional Intelligence

| Dimension           | Mean        | Rank |
|---------------------|-------------|------|
| Social Skills       | 3.96        | 1    |
| Motivation          | 3.94        | 2    |
| Self-Awareness      | 3.92        | 3    |
| Empathy             | 3.89        | 4    |
| Self-Regulation     | 3.77        | 5    |
| <b>Overall Mean</b> | <b>3.82</b> | —    |

## C. Turnover Motivations

### 1. Workload

Workload is identified as a moderately high contributor to turnover, with an overall mean of 2.99. Employees frequently experience excessive tasks, overtime, and increased

responsibilities due to staffing shortages. While they are generally capable of managing their duties, the perception of workload imbalance contributes to stress and influences their decision to leave.

**Table 8.** Workload

| Indicator                  | Mean        | Interpretation         |
|----------------------------|-------------|------------------------|
| Too many tasks             | 3.15        | Moderately High        |
| Overtime work              | 3.12        | Moderately High        |
| Staff shortage workload    | 3.10        | Moderately High        |
| Task management difficulty | 2.77        | Moderately High        |
| <b>Overall Mean</b>        | <b>2.99</b> | <b>Moderately High</b> |

## 2. Compensation

Compensation factors also play a significant role in turnover, with an overall mean of 2.50. The most critical issue identified is unpaid overtime, reflecting a mismatch between effort and reward. Immediate compensation concerns appear to have a stronger impact on employee decisions than long-term benefits such as salary increases or bonuses.

**Table 9.** Compensation

| Indicator           | Mean        | Interpretation         |
|---------------------|-------------|------------------------|
| Unpaid overtime     | 2.58        | Moderately High        |
| Low salary fairness | 2.53        | Moderately High        |
| Bonus absence       | 2.40        | Low                    |
| Salary delay        | 2.46        | Low                    |
| <b>Overall Mean</b> | <b>2.50</b> | <b>Moderately High</b> |

## 3. Career Growth Opportunities

Career growth limitations are moderately influential in turnover decisions, with an overall mean of 2.63. Employees are particularly affected by limited promotion opportunities and perceived favoritism. These factors reduce motivation and create a perception of unfairness, which significantly impacts retention.

**Table 10.** Career Growth

| Indicator              | Mean        | Interpretation         |
|------------------------|-------------|------------------------|
| Limited promotion      | 2.66        | Moderately High        |
| Favoritism             | 2.66        | Moderately High        |
| Training opportunities | 2.61        | Moderately High        |
| Career path clarity    | 2.59        | Moderately High        |
| <b>Overall Mean</b>    | <b>2.63</b> | <b>Moderately High</b> |

## 4. Work-Life Balance

Work-life balance issues also contribute to turnover, with an overall mean of 2.74. Employees report difficulties balancing work and personal life due to long hours and irregular schedules. Although not extreme, these challenges occur frequently enough to affect well-being and influence resignation decisions.

**Table 11.** Work-Life Balance

| <b>Indicator</b>       | <b>Mean</b> | <b>Interpretation</b>  |
|------------------------|-------------|------------------------|
| Work-life imbalance    | 2.82        | Moderately High        |
| Long working hours     | 2.81        | Moderately High        |
| Family time limitation | 2.79        | Moderately High        |
| Lack of rest           | 2.65        | Moderately High        |
| <b>Overall Mean</b>    | <b>2.74</b> | <b>Moderately High</b> |

## Discussion

### A. Emotional Intelligence as a Determinant of Employee Turnover

The findings of this study confirm that EI plays a significant role in influencing employee turnover in the hospitality industry. Employees demonstrated generally high levels of emotional intelligence, particularly in social skills and motivation, while self-regulation emerged as the weakest dimension. This pattern aligns with the theoretical framework proposed by Goleman [16], which emphasizes that emotional intelligence consists of self-awareness, self-regulation, motivation, empathy, and social skills, all of which contribute to effective workplace functioning. In high-contact industries such as hospitality, these competencies are critical in managing emotional labor and sustaining performance under pressure.

The strong performance in social skills reflects the nature of hospitality work, where employees are required to interact continuously with customers and colleagues. This finding supports Miao et al. [17], who argued that social competence enhances teamwork, service quality, and job satisfaction. Similarly, Hsu et al. [18] highlighted that interpersonal skills are essential for maintaining collaboration and reducing workplace stress. However, the relatively lower score in self-regulation suggests that employees may struggle to manage emotional responses during stressful situations, which is consistent with Yeşiltaş [19], who found that prolonged emotional demands can weaken emotional control over time.

Moreover, the role of emotional intelligence in shaping turnover intentions is further supported by Bayighomog and Arasli [2], who emphasized that employees with higher EI are better equipped to cope with workplace stress and are less likely to leave their jobs. Conversely, Zhang et al. [3] noted that low emotional intelligence is associated with dissatisfaction and increased turnover intention. The present study extends these findings by demonstrating that even when overall EI is high, specific deficiencies—particularly in emotional regulation—can still contribute to turnover.

Additionally, the findings resonate with Tummers and Bakker's [20], which posits that employees' ability to manage job demands depends on available personal and organizational resources. Emotional intelligence can be viewed as a personal resource that helps employees cope with stress; however, when job demands exceed coping capacity, even emotionally intelligent

individuals may experience burnout and consider leaving. Therefore, while EI is a protective factor, it is not sufficient on its own to prevent turnover without supportive organizational conditions.

### **B. Organizational Factors Driving Turnover: Workload, Compensation, and Career Growth**

The results indicate that organizational factors—particularly workload, compensation, and career growth opportunities—are moderately high contributors to employee turnover. These findings highlight that turnover is not solely driven by individual emotional capacities but is significantly influenced by structural and managerial conditions within the organization. Workload emerged as a prominent factor, with employees reporting excessive responsibilities and overtime demands. This supports Nguyen et al. [21], who found that excessive workload increases stress and turnover intentions, especially when not balanced with adequate resources.

The Job Demands–Resources (JD-R) Theory [20] provides a strong explanatory framework for these findings. According to the theory, high job demands such as workload and time pressure can lead to emotional exhaustion when not supported by sufficient resources such as staffing, leadership, and autonomy. Similarly, Akdamir [4] emphasized that heavy workload and multitasking are common in hospitality settings, often resulting in burnout and higher turnover rates. The present study confirms that employees can manage tasks but still perceive workload as excessive, suggesting a mismatch between expectations and capacity.

Compensation also plays a critical role in shaping turnover decisions. The finding that unpaid overtime is the most significant compensation issue aligns with Herzberg's Two-Factor Theory, which identifies salary and working conditions as hygiene factors that prevent dissatisfaction [22]. When these factors are inadequate, employees are more likely to feel undervalued and disengaged. This is supported by Singh [23], Magableh et al. [24], and Li et al. [25], who all found that fairness in compensation strongly influences job satisfaction and retention. Interestingly, long-term rewards such as bonuses were less influential, suggesting that immediate and tangible compensation has a stronger impact on employee perceptions.

Career growth limitations further reinforce turnover tendencies. The findings that limited promotion opportunities and perceived favoritism significantly affect employees align with Mir and Rastogi [26], who emphasized the importance of career development in enhancing motivation and retention. Similarly, Rianto et al. [27] and Gom et al. [28] highlighted that clear career pathways and professional development opportunities are critical for sustaining employee engagement. However, Cakir and Dogantan [29] noted that perceived unfairness in promotions can undermine even well-designed career systems. This indicates that both availability and fairness of opportunities are essential in reducing turnover.

### **C. Work-Life Balance, Well-Being, and the Need for Integrated Retention Strategies**

Work-life balance emerged as another significant factor influencing employee turnover, with respondents reporting difficulties in managing personal and professional responsibilities. This finding reflects the demanding nature of hospitality work, which often involves long hours, irregular schedules, and limited rest periods. According to Nolasco et al. [9], such conditions can lead to physical and emotional exhaustion, ultimately affecting employees' well-being and increasing their likelihood of leaving. Similarly, Coyle [10] emphasized that job dissatisfaction resulting from poor work-life balance negatively impacts both individual performance and organizational outcomes.

The relationship between work-life balance and turnover can also be explained through the lens of emotional labor theory, which suggests that continuous emotional regulation in service roles can deplete employees' psychological resources. When combined with insufficient recovery time, this leads to burnout and disengagement. Yeşiltaş [19] further argued that emotional exhaustion, particularly in high-demand environments, weakens employees' resilience and increases turnover intentions. The present study supports this perspective by showing that even moderately high levels of work-life imbalance are sufficient to influence resignation decisions.

In addition, organizational culture and leadership play a crucial role in shaping employee well-being. Pogoy [11] and Carpina [12] highlighted that toxic workplace environments characterized by poor communication, lack of support, and negative interpersonal behaviors contribute to emotional strain and dissatisfaction. These findings are consistent with Han [8] and Sventina [7], who identified lack of recognition and ineffective communication as key contributors to employee disengagement. Together, these factors create a work environment that undermines both emotional stability and organizational commitment.

The findings suggest that addressing turnover requires an integrated approach that combines emotional intelligence development with organizational improvements. While enhancing EI can strengthen employees' coping mechanisms, it must be complemented by supportive policies such as fair scheduling, adequate staffing, and wellness programs. As Dsouza et al. [30] noted, employees are more likely to remain in organizations that provide both emotional and structural support. Therefore, retention strategies should not focus solely on individual competencies but also address systemic issues that affect employee well-being. These findings underscore the importance of creating a supportive workplace culture that promotes both employee resilience and long-term organizational sustainability.

### **Conclusion**

This study examined the influence of EI on employee turnover in the hospitality industry in Naga City, Philippines. The findings reveal that employees generally possess a high level of emotional intelligence, particularly in social skills and motivation, which are essential for effective interpersonal interaction and service delivery. However, self-regulation emerged as the weakest dimension, indicating that employees may struggle to maintain emotional control under stressful and demanding working conditions.

In addition to emotional intelligence, the study identified several organizational factors that significantly contribute to turnover. Workload, compensation, career growth opportunities, and work-life balance were all found to have a moderately high influence on employees' decisions to leave. These findings suggest that while emotional intelligence can enhance employees' ability to cope with workplace challenges, it is not sufficient to prevent turnover when organizational conditions are unfavorable. The interaction between personal emotional competencies and structural workplace factors plays a critical role in shaping employee retention outcomes.

The study also highlights that turnover is more prevalent among young, early-career employees with relatively short tenure. This suggests that the hospitality industry faces challenges in retaining entry-level talent, which can affect long-term workforce stability and service quality. Overall, the findings confirm that employee turnover is a multidimensional issue that requires both individual and organizational interventions.

### **Practical Implications**

The findings of this study offer several important implications for hospitality managers, human resource practitioners, and organizational leaders. First, organizations should invest in emotional intelligence development programs, particularly focusing on self-regulation skills. Training initiatives such as stress management, emotional control, and resilience-building workshops can help employees better manage workplace pressures and maintain consistent performance.

Second, improving workload management is essential to reduce employee stress and turnover intentions. Organizations should ensure equitable task distribution, adequate staffing, and realistic job expectations. Implementing effective scheduling systems and providing sufficient rest periods can help employees maintain a healthier work-life balance and reduce burnout.

Third, compensation practices must be transparent, fair, and responsive to employees' efforts. Immediate recognition, particularly for overtime work, should be prioritized to enhance job satisfaction. Clear policies regarding pay, benefits, and incentives can strengthen employees' perception of fairness and organizational support.

Fourth, organizations should establish structured and transparent career development systems. Providing clear promotion pathways, professional development opportunities, and merit-based advancement can increase employee motivation and long-term commitment. Addressing perceptions of favoritism is particularly important to maintain trust and engagement.

Fifth, fostering a supportive organizational culture is critical. Leadership practices should emphasize open communication, recognition, and employee well-being. Creating a positive work environment where employees feel valued and supported can significantly reduce turnover intentions.

Finally, the study supports the implementation of integrated retention programs, such as the proposed CARE Program, which combines emotional intelligence development, managerial support, and employee wellness initiatives. Such programs can address both individual and organizational factors, providing a holistic approach to improving employee retention and organizational performance.

### Conflict of Interest

The authors declare that there is no conflict of interest.

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