

MODELLING EMPLOYEE TURNOVER INTENTION IN THE IT INDUSTRY USING THE PLS-SEM METHOD

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Purpose: This study aimed to develop a PLS-SEM model of IT employees' turnover intention. In particular, the influence of selected factors, such as job characteristics, affective commitment and salary satisfaction, on the propensity to change employment was analysed.

Design/methodology/approach: The survey was conducted on 258 IT employees using partial least squares structural equation modelling (PLS-SEM). Data was collected via an online survey, and the SmartPLS 4 software was used for statistical analysis.

Findings: The study's results indicate that social support, feedback, and affective commitment significantly reduce turnover intention, while low salary satisfaction increases the propensity to change jobs. In turn, autonomy, ergonomics and job complexity had no statistically significant effect on intention to leave. The model explains 49.1% of the variance in the dependent variable, a significant result in organisational behaviour studies.

Research limitations/implications: The study has certain limitations related to its cross-sectional design and the focus on a single national context. The research was conducted in Poland, which may restrict the generalisability of the findings to other countries and cultural settings. Future research could employ a longitudinal approach to examine how changes in organisational practices and employee attitudes affect turnover intention over time. In addition, a multi-country comparative design would allow for cross-cultural validation of the model and provide insights into how national HR practices, labour markets, and cultural norms influence turnover intention in the IT sector. Further studies could also integrate moderating variables such as perceived organisational support or remote work intensity to capture the complexity of turnover mechanisms in hybrid work environments.

Practical implications: In practical terms, HR departments in IT companies can translate these findings into concrete retention strategies. First, implementing structured feedback systems that ensure regular, two-way communication between supervisors and employees can strengthen affective commitment and reduce ambiguity in performance evaluation. Second, developing mentoring and peer-support programmes may further enhance social support and foster a culture of collaboration. Third, salary benchmarking and transparent pay structures should be introduced to maintain competitive remuneration levels and prevent perceptions of inequity. Finally, periodic employee engagement surveys can serve as diagnostic tools for monitoring turnover risk and adjusting HR policies accordingly.

Social implications: The study provides conclusions relevant to employment policy and talent management in the IT sector. It can contribute to developing strategies to reduce the negative effects of high employee turnover, such as professional instability or increased workload for those remaining in the organisation.

Originality/value: The article contributes to the literature on intention to quit using the PLS-SEM method in the IT industry's HRM context. It identifies important determinants of the decision to change jobs and provides practical recommendations for managers and HR professionals.

Keywords: turnover intention, organisational commitment, salary satisfaction, IT employees, PLS-SEM.

Category of the paper: Research paper.

1. Introduction

Voluntary employee turnover is a significant challenge for today's organisations, especially in the rapidly growing IT industry. High turnover of specialist staff generates significant costs in recruitment, training of new employees and loss of organisational knowledge. As a result, research into the determinants of intention to leave is becoming increasingly important to identify the mechanisms underlying employees' decisions to change employment (Hom et al., 2012).

One of the approaches used in the analysis of turnover intentions is the application of structural equation modelling (SEM), which allows both direct and indirect relationships between variables to be considered. In particular, the partial least squares method (PLS-SEM) is gaining popularity in the context of organisational research due to its ability to model complex relationships under limited assumptions about the distribution of data (Hair et al., 2022; Rakowska, Maćik, 2016; Maćik, 2016).

PLS-SEM modelling in human resource management (HRM) allows for analysing the relationship between multiple factors influencing employee attitudes and behaviours (Rakowska, 2021). The technique allows for studying organisational commitment, job satisfaction, engagement, motivation, and turnover intention (Sarstedt et al., 2017). The literature emphasises that the PLS-SEM is particularly useful in HRM analyses because it allows for the inclusion of mediating and moderating variables, leading to a deeper understanding of employees' decision-making mechanisms (Ringle et al., 2020).

SEM modelling about turnover intention has been used in studies on:

- Model the effects of job satisfaction and organisational commitment on intention to leave - research has indicated that job satisfaction and organisational commitment are key predictors of turnover intention (Tett, Meyer, 1993). SEM allows for modelling indirect and direct effects, e.g., by mediating job stress.
- The impact of leadership style on turnover intention, in which an autocratic management style was shown to increase levels of burnout, leading to increased intention to leave (Sparrowe et al., 2001).

- A model of the impact of organisational justice and social support on turnover intention - organisational justice (distributive, procedural and interactional) can indirectly influence the intention to leave through job satisfaction (Colquitt et al., 2001).
- Job Demands-Resources (JD-R) model and turnover intention - The JD-R model allows us to consider the simultaneous effects of job resources (e.g. autonomy) and burdens (e.g. excessive demands) on job burnout and intention to quit (Demerouti et al., 2001).
- The impact of person-organisation fit on turnover intention - research shows that the greater the fit between employee and organisation values, the lower the intention to leave. SEM allows mediation to be tested through job satisfaction (Kristof-Brown et al., 2005).

This paper aims to develop a structural model to explain IT employees' intention to leave using the PLS-SEM method. The study considers key determinants such as organisational commitment, salary satisfaction, job characteristics, work centrality and self-esteem. The analysis conducted on a sample of IT employees allows the identification of significant predictors of the decision to leave, which can provide valuable guidance to managers and HR professionals on retention strategies.

The article's structure includes a literature review on turnover intention and its determinants, a description of the research methodology, a presentation of the analysis results and a discussion of theoretical and practical implications. Ultimately, the article provides recommendations for actions that can reduce turnover in the IT industry and increase employment stability and employee satisfaction.

Although numerous studies have analysed turnover intention in various sectors, relatively few have applied the PLS-SEM approach specifically to IT professionals in Poland. Previous research has primarily focused on traditional SEM techniques or examined single determinants, such as job satisfaction or organisational commitment (e.g., Lo, 2015; Tekleab et al., 2005). There remains a research gap concerning a comprehensive, multivariate model explaining turnover intention among IT employees, which integrates both organisational and individual factors. The present study addresses this gap by applying the PLS-SEM method to a Polish IT workforce sample, offering new insights into the determinants of turnover intention in this dynamic and knowledge-intensive industry.

2. The concept of turnover intention

The phenomenon of voluntary employee turnover was first described by March and Simon (1958), but a significant increase in interest in this topic occurred in the 1990s. In an era of dynamic organisational and market change, intention to leave remains an important research issue. It is considered a key indicator of the likelihood of changing employers, especially when

an employee perceives more attractive career alternatives (Mobley, 1982; Sager, Griffeth, Hom, 1998; Jacobs, Roodt, 2007; Bester, 2012; Zhou, Volkwein, 2004; Xu, 2008; Hassan, Hashim, 2011).

In the literature, the term turnover intention is defined relatively uniformly. Tett and Meyer (1993) describe it as a conscious and deliberate willingness to leave an organisation, which is also emphasised by Schyns, Torka and Gössling (2007). The key point is that this intention represents a subjective attitude of the employee and not a direct action (Sousa-Poza, Henneberger, 2004). Its level can be high - signifying a strong desire to change - or low when the employee is not considering leaving. Researchers indicate that this intention is due, among other things, to a lack of identification with the workplace (Bothma, Roodt, 2012).

High intention to leave often precedes actual turnover, as confirmed by numerous studies (Mobley, 1982; Sager, Griffeth, Hom, 1998; Jacobs, Roodt, 2007; Bester, 2012; Zhou, Volkwein, 2004; Xu, 2008; Hassan, Hashim, 2011). Therefore, its measurement is a useful diagnostic tool for organisations (Kaur, Mohindru, Pankaj, 2013; Perez, 2008).

The decision-making process associated with leaving involves several phases, from considering a job change to exploring alternatives to making a final decision (Martin, 2007). The model was described in detail by Mobley (1977), who distinguished ten phases, including evaluating the current job, analysing available options and comparing alternatives before leaving. Lee and Mitchell (1994, 2001) further developed this concept by introducing a model of employment fluidity that considers unexpected 'shocks' affecting employees' decisions. Research has confirmed that exit decision pathways are intensely situational (Osiwalska, 2023).

The literature points to nine key theories explaining turnover intention (Wojcik, 2024), including organisational balance theory, social exchange theory, job embeddedness theory or perceived organisational support theory (Ngo-Henha, 2017; Radhakrishnan, Inim, Kok, 2016). The aforementioned approaches provide a better understanding of the mechanisms influencing employees' decisions and help organisations to develop effective retention strategies.

3. Factors shaping turnover intention

Identifying the determinants of employees' decision to leave voluntarily is a key challenge in HRM. Although the topic has received much attention from researchers, there are differences in identifying the most important variables influencing turnover intention.

Analysis of the literature indicates that the most commonly studied determinants are job satisfaction, organisational commitment, work centrality and job characteristics. Factors such as perceived organisational support, job stress, job burnout, psychological contract, availability of alternative job opportunities, work-life balance, salary and its satisfactory level, employee well-being, transformational leadership, supervisor-subordinate relationships, employer

branding, corporate social responsibility, identification with the organisation, career satisfaction and job embeddedness are considered to a lesser extent (Wojcik, 2020).

Despite some divergence in the researchers' approach, the main factors influencing the decision to leave are the subjective assessment of working conditions, relationships within the organisation, and career development opportunities.

Job characteristics and turnover intention

Research indicates a significant relationship between job characteristics and employees' turnover intention, particularly in the IT industry (Lo, 2015). The Job Characteristics Model (Hackman, Oldham, 1980) identifies five key attributes: autonomy, feedback, work significance, skill variety and work identity, which increase satisfaction and commitment and thus reduce the propensity to leave. Hauk (2014), on the other hand, identifies eleven important job characteristics that influence job satisfaction.

Krzyszowska's (2015) research highlights that negative work experiences, such as a lack of development prospects, excessive workload or interpersonal conflicts, can increase the intention to leave. Similar findings were presented by Spector and Jex (1991), pointing to the importance of autonomy and feedback as factors in reducing turnover.

Additionally, Markey, Ravenswood and Webber (2012) showed that perceiving the work environment as stable and supportive decreases the intention to leave, while lack of feedback and job stress increases the risk of resignation. Shalley, Gilson and Blum (2000) highlight that creativity and task complexity influence decisions to stay in an organisation.

Work centrality and turnover intention

Work centrality refers to the extent to which an individual perceives work as a central part of their life (Diefendorff et al., 2022). Research indicates that high work centrality reduces the desire to retire but does not necessarily influence the decision to change employment (Schmidt, Lee, 2008). Work centrality was defined by Paullay, Alliger and Stone-Romero (1994) as the degree of importance that work plays in an individual's life.

Organisational commitment and turnover intention

Organisational commitment is one of the most studied factors influencing intention to leave. The concept of Meyer and Allen (1991) distinguishes three dimensions of commitment:

- affective commitment - an emotional connection to the organisation,
- continuance commitment - fear of the costs associated with leaving,
- normative commitment - a sense of moral obligation to remain in the organisation.

Research confirms that strong affective commitment reduces the intention to leave, while continuance and normative commitment play a lesser role in this process (Lewicka, 2016; Wnuk, 2017).

Self-esteem and intention to leave

Self-esteem plays a key role in the decision to leave an organisation. It can be global or specific to the work context - work-related self-esteem and organisational-based self-esteem (OBSE), i.e., relating to the individual's value in the organisation (Pierce, Gardner, 2004).

Individuals with high self-esteem show greater resilience to stress and cope better with work difficulties, which reduces their propensity to leave (Judge et al., 1998). In contrast, low self-esteem increases the risk of job burnout and job dissatisfaction, which can lead to higher turnover (Kammeyer-Mueller et al., 2009).

The conservation of resources theory (COR) suggests that people with high self-esteem have more significant resources to cope with stress, which lowers the intention to leave (Hobfoll, 1989). OBSE acts as a mediator here - employees who feel valued and valuable are less likely to consider changing jobs (Duffy et al., 2002).

Salary satisfaction and turnover intention

Salary satisfaction is a subjective evaluation of the adequacy and fairness of the pay received (Heneman, Schwab, 1985). Adams' (1963) fairness theory suggests that employees compare their pay to others and that an unfair perception of pay increases dissatisfaction and turnover intention. Similarly, Vroom's (1964) expectancy theory indicates that an employee may consider changing jobs when pay does not meet expectations.

Research confirms low salary satisfaction correlates with higher turnover intention (Tekleab et al., 2005; Trevor et al., 1997). However, the impact is more substantial for those who also experience other sources of dissatisfaction, such as a lack of development opportunities (Hom et al., 2012).

The Total Reward model (WorldatWork, 2010) indicates that salary is only one element of the benefits package - in addition to salary, benefits, bonuses, and promotion opportunities are also important. On the other hand, Meyer and Allen (1997) emphasise that high organisational commitment can weaken the negative impact of dissatisfaction with salary on turnover intention. Conversely, the availability of alternative offers reinforces this relationship - the more options on the market, the greater the propensity to change jobs (Mitchell et al., 2001).

4. Research method

The data used in the creation of the structural model of the turnover intention of IT employees was collected for the doctoral dissertation entitled "Determinants of employee turnover intention in the IT industry", defended at the Faculty of Economics of the Maria Curie-Skłodowska University in Lublin in 2024. The dissertation examined only the relationships between selected factors and turnover intention. In the conclusions of the dissertation, attention was drawn to the need for further research on turnover intention, also taking into account other factors causing the intention to stay or leave an organisation.

In order to investigate the intention of IT employees to leave their jobs further, it was decided to develop a structural model using the PLS-SEM method and SmartPLS 4 software.

The selection of respondents was purposive. The survey was conducted online. The survey was opened nearly 900 times, and 304 were completed. However, due to the incompleteness of some responses, 258 surveys were included for further analysis. Participants in the survey were IT professionals involved in software development, testing, implementation and maintenance in their organisations.

Forty-eight women (18.6%) and 210 men (81.4%) participated in the survey. The largest group comprised respondents aged 20-40, who comprised 84.6% of the sample. Most respondents had a master's degree (51.9%) or a bachelor's/engineering degree (31.4%). In terms of length of service, those with work experience of 1 to 5 years, 6 to 10 years (28.7% each) and 11 to 15 years (22.1%) predominated. Half the respondents performed their duties remotely (50.0%), while 40.7% worked in a hybrid model. The smallest group consisted of employees performing their duties exclusively stationary (9.3%). Regarding dominant job responsibilities, most respondents were involved in software development (58.1%). This was followed by software implementation (17.1%), servicing (15.5%) and testing (9.3%).

The study used adapted scales and one of its own (Table 1). A 7-point Likert scale was used to assess the variables (Tarka, 2016), except for the salary satisfaction variable, where a 5-point Likert scale was used. The Turnover Intention Scale (TIS-6) questionnaire by Bothma and Roodt (2013) was used to measure turnover intention. The scale consists of 6 statements and is an abbreviated version of an earlier 15-item tool developed by Roodt (2004). The Job Characteristics Questionnaire by Hauk (2014), for which the starting point was the Work Design Questionnaire (WDQ) developed by Morgeson and Humphrey (2006), was used to explore job characteristics. The tool consists of 11 job characteristics: job complexity, physical requirements and working conditions, job feedback, autonomy, ergonomics, feedback from others, used equipment, interrelations among employees, interactions outside the organisation, social support - friendships in the organization, and work significance. A scale by Paullay, Alliger and Stone-Romero (1994) was used to examine the phenomenon of work centrality. The affective commitment was examined using the Polish version of the scale of commitment to organisations according to Meyer and Allen (1991) developed by Bańka, Wołowska and Bazińska (2002). The Polish version of the Rosenberg Self-Esteem Scale (SES) by Łaguna, Lachowicz-Tabaczek and Dzwonkowska (2007) was used to examine the level of self-esteem. The survey of satisfaction with salary consisted of answering the question: *Are you satisfied with the amount of salary you receive?*, on a 5-point Likert scale.

Table 1.
Measurement scales used

Variable		Author	Name of scale	Number of items	Variable symbol
Turnover intention		Bothma, Roodt (2013)	Turnover Intention Scale (TIS-6)	6	TI
Job characteristics	Job complexity	Hauk (2014)	Job Characteristics Questionnaire	12	JC
	Physical requirements and working conditions			5	PR
	Job feedback			4	JF
	Autonomy			4	Aut
	Ergonomics			4	Erg
	Feedback from others			3	FO
	Used equipment			3	EU
	Interrelations among employees			5	IAE
	Interactions outside the organisation			2	IOO
	Social support - friendships in the organisation			2	Soc
	Work significance			2	WS
Work centrality	Paullay, Alliger, Stone-Romero (1994)	Work Centrality Scale	12	WC	
Affective commitment	Meyera, Allen (1991), Bańska, Wołowska, Bazińska (2002)	Affective Commitment Scale, The Polish version of the Organizational Commitment Scales	6	AC	
Self-esteem	Rosenberg (1965), Laguna, Lachowicz-Tabaczek, Dzwonkowska (2007)	Rosenberg Self-Esteem Scale (SES), The Rosenberg Self-Esteem Scale: Polish adaptation of the scale	10	SE	
Salary satisfaction	own	-	1	SS	

Source: own elaboration.

In summary, the results presented in this chapter confirm that interpersonal and affective factors, such as social support, feedback, and affective commitment, play a crucial role in shaping employees' turnover intentions. The statistical analyses using the PLS-SEM method demonstrated that these variables significantly reduce the propensity to leave, whereas low salary satisfaction increases it. These findings form the basis for the discussion and practical recommendations presented in the subsequent chapter.

5. Data analysis

At the beginning of the study, the initial model was assumed to consist of an explanatory variable in the form of turnover intention and explanatory variables including 11 job characteristics, work centrality, affective commitment, self-esteem and salary satisfaction.

As a first step, the reliability of the surveyed variables was verified using Cronbach's alpha coefficient and the Composite Reliability (CR) coefficient (Fornell, Larcker, 1981) (Table 2). The reference values for both indices are > 0.7 . As the value of Cronbach's alpha and CR were insufficient, it was decided not to include the following job characteristics in further analyses: physical requirements and working conditions, used equipment, interrelations among employees, interactions outside the organisation, and work significance. In other cases, assuming that the Cronbach's alpha value is taken as the lower limit of the actual reliability of the scale and the coefficient of composite reliability as the upper limit (Henseler et al., 2015), the reliability level obtained can be considered to meet expectations (Maćik, 2016).

Table 2.

Assessments of the reliability of the measurements used in the study of variables

Variable		Assessment of reliability	
		Cronbach's alpha	CR
Turnover intention		0.817	0.872
Job characteristics	Job complexity	0.899	0.915
	Physical requirements and working conditions	0.526	0.123
	Job feedback	0.808	0.875
	Autonomy	0.817	0.877
	Ergonomics	0.858	0.902
	Feedback from others	0.864	0.917
	Used equipment	0.616	0.790
	Interrelations among employees	0.494	0.060
	Interactions outside the organisation	0.751	0.510
	Social support - friendships in the organisation	0.803	0.909
	Work significance	0.452	0.776
Work centrality		0.843	0.873
Affective commitment		0.816	0.868
Self-esteem		0.763	0.823

Source: Own elaboration based on conducted research.

Convergent relevance was further checked using the average variance explained coefficient (AVE) (Fornell, Larcker, 1981) and differential relevance - meeting the Fornell-Larcker criterion (Fornell, Larcker, 1981) (Table 3).

Table 3.

Measurement relevance ratings of the variables used in the study

Variable	AVE	AC	SS	SE	TI	WC	Aut	Erg	FO	JF	Soc	JC
AC	0.525	0.725										
SS	-	0.221	1.000									
SE	0.416	0.052	0.218	0.645								
TI	0.546	-0.488	-0.497	-0.272	0.739							
WC	0.376	0.367	0.020	-0.076	-0.281	0.613						
Aut	0.641	0.242	0.248	0.274	-0.305	0.158	0.801					
Erg	0.701	0.300	0.256	0.168	-0.295	0.014	0.265	0.837				
FO	0.787	0.387	0.367	0.146	-0.531	0.249	0.272	0.319	0.887			
JF	0.637	0.321	0.405	0.248	-0.523	0.185	0.418	0.234	0.682	0.798		
Soc	0.833	0.367	0.239	0.205	-0.223	0.105	0.292	0.231	0.300	0.335	0.913	
JC	0.474	0.137	0.204	0.226	-0.205	0.146	0.417	0.194	0.219	0.397	0.162	0.688

Source: Own elaboration based on conducted research.

The reference value for AVE is > 0.5 . As the variable self-esteem and work centrality do not meet this criterion, they were omitted from further analyses. The matrix diagonal (bold values) represents the square root of the AVE for each construct, while the diagonal values correspond to the correlation coefficients between them. The criterion is considered to be met if the value on the diagonal exceeds all other values in its row and column (Maçik, 2016). The variable job complexity is slightly below the required AVE value but meets the Fornell-Larcker criterion, so it was decided to leave this variable for further research.

6. Findings

Based on the literature review, it was assumed at the initial stage of the study that the explanatory variable, which is the intention to quit, would be influenced by 15 explanatory variables. Verification of the Cronbach's alpha coefficient and the CR coefficient of the analysed variables resulted in 5 job characteristics not being accepted for further study: physical requirements and working conditions, used equipment, interrelations among employees, interactions outside the organisation, and work significance. In turn, self-esteem and work centrality did not meet the required AVE. Finally, eight explanatory variables were included in the model: 6 job characteristics (job complexity, job feedback, autonomy, ergonomics, feedback from others, social support - friendships at work), affective commitment and salary satisfaction.

A bootstrap subsample test of 5.000 verified the significance of the path coefficients. The variables job complexity ($p = 0.528$), autonomy ($p = 0.270$) and ergonomics ($p = 0.472$) are not statistically significantly related to the variable turnover intention. The remaining relationships are statistically significant and meet the accepted $p\text{-value} < 0.5$. The final model is shown in Figure 1.

The model estimated by the PLS-SEM method is a good fit as the SRMR value is 0.072 and ≤ 0.08 (Henseler et al., 2015). The value of the coefficient of determination $R^2 = 0.491$, which means that the independent variables in the PLS-SEM model explain 49.1% of the variance in the dependent variable. In the social sciences, the value obtained can be considered a good result, especially in empirical studies on complex human behaviour (Hair et al., 2019). According to Chin (1998), R^2 values in PLS-SEM models can be interpreted as follows: ≥ 0.67 - high explanatory power, 0.33 - 0.67 - moderate explanatory power, 0.19 - 0.33 - low explanatory power. The value of $R^2 = 0.491$ falls within the range of moderate explanatory power, which means that the model explains a significant part of the variation in the dependent variable. However, lower R^2 values are often accepted in the social sciences because the phenomena under study are usually multivariate and challenging to model mathematically (Falk, Miller, 1992).

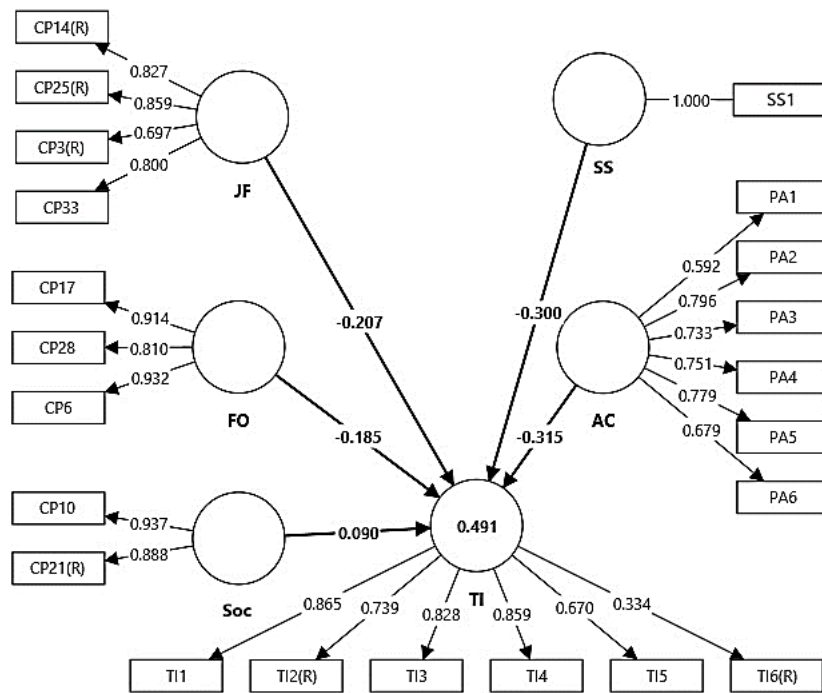


Figure 1. Structural model analysed.

Source: Own elaboration based on conducted research.

Finally, the Heterotrait-Monotrait Ratio of Correlations (HTMT) values of the discriminant validity measure in PLS-SEM models, which is used to check whether the variables in the model are sufficiently different from each other, were examined. HTMT compares the average correlation between different constructs (heterotrait) to the average correlation between indicators of the same construct (monotrait). Lower values indicate better discriminant validity; constructs measure different concepts rather than the same variables. HTMT is often recommended as a better alternative to the traditional Fornell-Larcker criterion, which often fails to detect differential accuracy problems (Henseler et al., 2015). An HTMT value < 0.85 is the most stringent criterion, but in the social sciences, an HTMT < 0.90 is acceptable (Gold et al., 2001). All correlations between variables in the model meet the HTMT criterion (Table 4).

Table 4.
Differential accuracy - heterotrait-monotrait ratio table

	AC	FO	JF	SS	Soc	TI
AC						
FO	0.452					
JF	0.395	0.820				
SS	0.243	0.396	0.449			
Soc	0.453	0.359	0.419	0.259		
TI	0.594	0.614	0.611	0.519	0.265	

Source: Own elaboration based on conducted research.

The model shows that interpersonal factors have a key impact on the intention to leave. Social support and feedback (JF, FO) significantly predict turnover intention. Good working relationships and constructive feedback can reduce the intention to leave. Affective

commitment reduces the intention to leave. Employees more emotionally attached to the organisation are less likely to think about changing jobs. Salary satisfaction is significant. Lower salary satisfaction increases the propensity to leave. This confirms Adams' (1963) fairness theory, according to which injustice in remuneration leads to dissatisfaction and a search for alternatives. No significant effect of autonomy, ergonomics and job complexity on the intention to leave was confirmed. This may suggest that IT workers value flexibility, but it is not a significant decision factor in the context of job change.

7. Conclusions

A study of IT employees' turnover intention using the PLS-SEM method provided important information on the key factors influencing the decision to change employment. The model explains 49.1% of the variance in the dependent variable, indicating its robustness in a social science context (Hair et al., 2019). The results show that the most significant factors from job characteristics reducing intention to leave are receiving job feedback and feedback from others, i.e. constructive feedback. Good working relationships and apparent organisational communication foster employee loyalty, suggesting that organisations should emphasise a culture of collaboration and open dialogue between teams (Demerouti et al., 2001; Colquitt et al., 2001).

Another important factor is affective commitment, which is key in reducing turnover. Employees who are strongly emotionally attached to the organisation show a lower propensity to leave the organisation, highlighting the importance of building organisational bonds through engagement strategies and loyalty programmes (Meyer, Allen, 1991). At the same time, the study's results confirmed that low salary satisfaction significantly increases the propensity to change jobs. Employees dissatisfied with their pay are more likely to consider leaving, which is supported by Adams' (1963) equity theory. This means organisations should regularly review and adjust their remuneration policies to ensure they are competitive with the labour market (Tekleab et al., 2005).

An interesting result of the study is that autonomy, ergonomics and job complexity do not significantly influence the intention to leave. This may suggest that IT employees, unlike representatives of other industries, value social and financial aspects more than the specificity of the job itself (Lo, 2015). That is, flexibility in their duties and the ability to manage tasks are not key determinants of their decision to stay in an organisation if other factors - such as pay and work atmosphere - do not meet their expectations (Hackman, Oldham, 1980).

The findings of the study have important practical implications. IT companies should invest more in developing a collaborative organisational culture and effective feedback systems that help build employee commitment and satisfaction (Shalley, Gilson, Blum, 2000). Additionally, attractive and fair remuneration remains one of the key elements influencing staff retention (WorldatWork, 2010). These measures can reduce turnover, contributing to more excellent job stability and better organisational performance.

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