

Midocean University

College of Management

Department of Master of Business Administration

**The Impact of Job Satisfaction Factors On Resignation Ratio In
Kurdistan Travel Agencies**

Prepared by:

Range Dlear Kayfi Kayfi

Supervised by:

Dr. Alfaisal Abdelhameed Mohamed

Dr. Fayez Ali Jrad

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List Of Abbreviations

- 1- HR: Human resources
- 2- OB: Organization Behavior
- 3- HRM: Human Resources Management
- 4- POS: Perceived Organizational Support
- 5- ERG: Existence, Relatedness & Growth
- 6- nAch: Need of Achievement
- 7- nPow: Need for Power
- 8- nAff: Need for Affiliation
- 9- MBO: Management by Objectives
- 10- JCM: The Job Characteristics Model
- 11- Gender: Your Gender
- 12- Experience: How many years of total experience do you have?
- 13- Company Size: How much is the size of your current company?
- 14- Income: The average of your total monthly income (Salary, Compensation & Benefits)
- 15- Degree: What is your academic degree?
- 16- S. Appreciated: I feel recognized and appreciated in the company that I work for.
- 17- S. Manager: I feel I have a good communication with my manager
- 18- S. Resources: I have access to the tools (e.g. Laptop) and resources (e.g. System) to perform my job effectively
- 19- S. Grow: I have many opportunities to grow in the company that I work for.
- 20- S. Balance: I have Work-Life Balance
- 21- S. Income: I'm satisfied with my income (Salary, Compensation & Benefits)
- 22- S. Environment: I have a good work environment in the company that I work for
- 23- R. Environment: I will leave the company for a better work environment
- 24- R. Grow: I will leave the company for a better opportunity to grow
- 25- R. Income: I will leave the company for a better income (Salary, Compensation & Benefits)
- 26- Job Apply: I have applied for another company in the last 3 months
- 27- Job Shift: I will leave the sector of travel agencies at the nearest future

Abstract:

In today's market, travel agencies specially at Kurdistan Region of Iraq are facing challenges with employee's resignation ratio. Based on that in this thesis will investigate the impact of job satisfaction factors and their effect on resignation ratio, which factor will have the largest impact on resignation, and finally does other factors effect both job satisfaction and resignation.

A survey of 21 questions will be created on google form then send to 100 travel agencies at Kurdistan Region of Iraq. A total of 172 vailed survey will be analyzed by SPSS program. The results and findings will show that there is a clear connection between job satisfaction and resignation ratio, the most important factor is work environment it has the most impact on resignation ratio. Finally, both job satisfaction and resignation can be impact by several other factors such as gender, experience, company size, educational level and income.

As outcome of this research will provide a footprint for managers to have the lowest resignation ratio and for employees to have the best work conditions.

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Chapter One: Introduction

Introduction:

In today's high competition market, the business competes between each other on different scales. One of those most important scales that the companies compete on is having the most qualified man powers comparing to the other competitors.

Human resource (HR) management is one of the main components for every company, as it's handling one of the most important resources for the company which is human's power. HR help employees to be more effective in contributing to the achievement of their company's vision. Able to maximize the use of all resources, including the employee's skills and interests, in order to meet the demands of society and improve employee's living conditions. Because of that the human element is so important to the success of a company, the company takes great interest in making the most of the resources of its employees. [1]

In some business specially in the business which their product is based on services the real investment and the capital of the business is the staff members who is providing these services to the customers. In those business losing one of your staff members may cause losing customers, or having a lower service quality, or even more disastrous events such as having a new competitor, causing other employees to resign or even having the company's information leak out to other competitors or to the customers.

Because of that it's really important for those companies to have the lower resignation rate. The most companies who will face the most negative impact on each resignation is the small size companies and then the medium size companies.

One of the most service-based industries is the travel and tourism Industry. Travel and tourism industry play an important role in the economy at Kurdistan Region in Iraq which will be the region of our study. The travel and tourism companies at Kurdistan Region in Iraq are small size companies and medium size companies. In another hand the travel and tourism companies are facing a very high resignation rate at Kurdistan Region market.

Job satisfaction is a positive feeling that an employee has towards their work and its related elements, including salary, work environment, promotion opportunities, supervision style, team work, and working conditions. Job satisfaction is very important for every company, to achieve the best performance from their employees. Having a high job satisfaction, this will translate in become capable of achieving organizational goals, improving performance, increasing the productivity and loyalty of individuals, and reducing turnover, complaints, accidents, and absenteeism rates in the organization. Therefore, the organization works to achieve satisfaction among employees by assisting and supporting them in difficult and ambiguous tasks, providing and improving working conditions, providing an atmosphere of agreement, cooperation, trust, justice, and equality, which enhances their confidence, raises their morale, and increases their job satisfaction. Moreover, treating workers fairly motivates them to make more effort and improve their level of job performance. [2]

This research main aim is studying the impact of job satisfaction on resignation ratio at travel and tourism companies at Kurdistan Region of Iraq.

Problem Statemen:

Employee resignation is a big problem for organizations worldwide, and the travel agencies is one of those. In Kurdistan, travel agencies face a huge turnover rate comparing to other businesses. This research aims to study the impact of job satisfaction factors on the resignation ratio within Kurdistan's travel agencies.

Employee turnover is an important issue because it may cause loss of business, quality, experience, customer and having a new competitor in the market.

Travel agencies main investments it's their own employees, because travel agencies are a service-based business. However, it takes long time and resources to fully train employees to get the results and the quality which is needed.

One of the main contributors in the economy of Kurdistan reign at Iraq is travel and tourism sector. This make any problem is facing this sector it makes it be the problem of the whole Kurdistan reign as it will have a huge impact on the whole Kurdistan reign economy.

This study will investigate what is the impact of job satisfaction. Also, will investigate in details each job satisfaction factors and how much the impact of each one of them.

Study Importance:

Finding the connection between each job satisfaction factor and the resignation ration of travel agencies employees at Kurdistan Region in Iraq. This research will help travel agencies at Kurdistan Region at Iraq to have a lower resignation ratio by increase job satisfaction factors.

Those results can be used by travel agencies to have a better strategy that create a more positive work environment, will cause a higher employee satisfaction, and eventually will have a better services quality at the travel agencies will cause more success and profits.

Study Purposes:

This research aim to achieve bellow objectives:

- Find the main job satisfaction factors for the travel agencies employees at Kurdistan Region of Iraq.
- Find the effect which each job satisfaction factor can impact on the travel agencies employees at Kurdistan Region of Iraq.
- Analyze the effect between each job satisfaction factors and travel agencies employee's resignation ratio at Kurdistan Region at Iraq.
- Recommend to the travel agencies in Kurdistan Region at Iraq to how much improve each job satisfaction factor for their employees.

Study Questions:

This research will address the following questions:

- How far Job Satisfaction can impact the resignation ratio at the travel agencies at Kurdistan Region at Iraq?
- Which one is the main job satisfaction factor which can impact the resignation ratio at the travel agencies at Kurdistan Region at Iraq the most?
- How much each job satisfaction factors can impact the resignation ratio at the travel agencies at Kurdistan Region at Iraq?
- At what extend each job satisfaction factors will not have a high impact on the resignation ratio at the travel agencies at Kurdistan Region at Iraq?

Research Hypotheses:

This research is expected to have the following outcomes:

- A better of the main job satisfaction factors impacting travel agencies employee's resignation ratio at Kurdistan Region of Iraq.
- Important information about the experiences and expectation of travel agency employees regarding job satisfaction and resignation.
- Important recommendations for travel agencies to implement strategies that increase job satisfaction and reduce employee resignation ratio.

Theoretical Model:

A quantitative method approach will be used. A survey tool will be developed and send to a random employee who work in deferent travel agencies across the Kurdistan Region of Iraq.

The survey will collect the data on Job satisfaction factors levels at their work now, how much it likely to leave their job right now and why they leave their old job.

A mix method between statistical method and graph method will be used to describe the data collected by the quantitative method approach.

Research tools will be using google form a survey tool will be developed and send by links throw emails, social media and other applications to random employees who work in deferent travel agencies across the Kurdistan Region of Iraq. By using this quantitative method, we will collect the data on Job satisfaction factors levels at their work now, how much it likely to leave their job right now and why they leave their old job.

Chapter Two: Literature review

Introduction:

This chapter presents a complete review of the literature on the relationship between job satisfaction factors and employee resignation, with a specific focus on the employees of travel agencies. While the main body of research on job satisfaction and resignation rate is extensive, this review will concentrate on studies that provide insights into the unique context of the travel sector and, more specifically, the Kurdistan region of Iraq.

The main objective of this literature review is to establish a theoretical framework for understanding the complex interplay between job satisfaction factors and employee resignation rate within the Kurdistan travel industry. By examining previous research, this chapter aims to identify key variables, theoretical underpinnings, and research methodologies that have been employed to investigate this relationship. Additionally, it will explore the gaps in existing knowledge that this study seeks to address.

This chapter is organized as follows. The first section will present the dependent variables while the second section will present the independent variables. The third section will provide an overview of the previous studies. Finally, the chapter will provide theoretical foundations of job satisfaction and employee resignation, including key concepts and models.

By systematically reviewing the existing literature, this chapter will provide a solid foundation for the development of the research hypotheses and methodology for this study.

Dependent Variable:

Below are the dependent variables that are at the questioner:

- 1- Recognized and appreciated satisfaction
- 2- Management satisfaction
- 3- Tools and resources satisfaction
- 4- Opportunity to grow satisfaction
- 5- Work-life balance satisfaction
- 6- Income satisfaction
- 7- Work environment satisfaction
- 8- Job satisfaction overall
- 9- Resignation overall
- 10- Resign because of position
- 11- Resign because of work environment
- 12- Resign because of opportunity to grow
- 13- Resign because of income
- 14- The act of resign
- 15- Carrier shift

Independent Variable:

Below are the dependent variables that are at the questioner:

- 1- Gender
- 2- Experience
- 3- Company size
- 4- Monthly income
- 5- Academic degree
- 6- Recognized and appreciated satisfaction
- 7- Management satisfaction
- 8- Tools and resources satisfaction
- 9- Opportunity to grow satisfaction
- 10- Work-life balance satisfaction
- 11- Income satisfaction
- 12- Work environment satisfaction
- 13- Job satisfaction overall
- 14- Resignation reason of previous job

Summary of Past studies:

“The impact of human resource management on job satisfaction for employees of the Education and Training Evaluation Authority” [2]

This study focuses on the role of human resources department and how much it has impact on the employee's job satisfaction who work at education and training evaluation authority at Riyadh – KSA. This study got to the conclusion that the human resources at education and training evaluation authority at Riyadh – KSA had negative feedback from the employees, most of the employees were not satisfied with their salary and their compensations. On the other hand, they had a very good training and developing their employees' skills program. At the end job satisfaction will be impact by job performance, management relation with the employee, salary, compensation, work environment and team work. [2]

“Job satisfaction among employees and its impact on job performance in the private sector at Concord Company.” [5]

The purpose of this study is to determine the job satisfaction level of Concord Company employees in Jeddah and how it affects their performance on the job. The following factors which can be summed up as: compensation, job security, working conditions, the connection between superiors and subordinates, promotion and career advancement were found to be associated with job satisfaction among the employees. In conclusion employees have a strong correlation between their job performance and job satisfaction because they are satisfied with their work, which in turn leads to job satisfaction. The previous mentioned factors all had an impact on how satisfied employees were with their jobs, but there was no correlation found between personal factors (gender, years of service, educational background, or age) and job satisfaction. career as well as the dearth of studies on job satisfaction and how it relates to success on the job in businesses, with the insurance industry being lacking in such studies. [5]

“The internal work environment of the private sector and its effect on increasing effectiveness and job satisfaction” [9]

This study focusses on how much the work environment impact job satisfaction at the private sector. The study find that a good work environment will not only increase job satisfaction but will also impact stability, commitment, productivity and staff skills. [9]

“The role of intelligent administration to prevent job dropout at companies” [11]

This study focusses on the smart management impact on the employee turnover. The study found that when there is an intelligent administration it has a positive impact on the employees, which result in decrease impact on job drop outs. [11]

“Stress and job satisfaction among medical laboratory professionals in Oman: A cross-sectional study” [13]

This study focused on the relation between stress and job satisfaction in the medical sector at Oman. The results show that when the employees have a higher stress at their job, they will have a lower job satisfaction. Also, it found that some of the personal factors may affect job satisfaction such as age and years of experience. [13]

“Job satisfaction of Spanish and Portuguese optometrists” [14]

This study focused on the optometrists from both Spanish and Portuguese nationality and their job satisfaction level. The study found that there are several factors affect job satisfaction such as salary, career development opportunities, recognition, good work-life balance, work place, equipment, facilities, encouragement, reward and positive feedback. The Portuguese had a higher job satisfaction than the Spanish optometrists. [14]

“Relationship between job satisfaction and organisational performance” [15]

This study investigates the relation between job satisfaction and organizational performance. The study found there is a clear link between both variables both ways, but with a weak intensity. Also, it shows that job satisfaction affects organizational performance more than the other way round. [15]

“The Relationship of Nursing Teamwork and Job Satisfaction in Hospitals” [16]

This study focused on the nursing teamwork impact on job satisfaction. The study found that a higher teamwork impact job satisfaction positively. [16]

“How financial and non–financial rewards moderate the relationships between transformational leadership, job satisfaction, and job performance” [17]

This study focusses on rewards impact on how transformational leadership, job satisfaction and job performance affect each other. The study found that rewards in any way is not affecting the relation between job satisfaction and job performance, but financial reward affect the relation between transformational leadership and job performance. Also, the results shows that all three variables affect each other. In conclusion the company can have a very good results if they mix between financial rewards and transformational leadership. [17]

“Association of salary and intention to stay with the job satisfaction of the dietitians in Jordan: A cross-sectional study” [18]

This study focused on the relation between salary, intention to stay and job satisfaction. The study shows that the salary has a positive affect on job satisfaction, which affect in a positive way on the intention to stay. [18]

“I can't get no (job) satisfaction? Differences in teachers' job satisfaction from a career pathways perspective” [20]

This study discusses the job satisfaction from a career pathways point of view. The study shows that the teacher who wanted in the first place to become teachers had a higher job satisfaction than the ones who didn't. [20]

“Growing pains in scale-ups: How scaling affects new venture employee burnout and job satisfaction” [21]

This study investigates how scaling up impact job satisfaction and burnout. The study shows that scaling up impact to have more employee burnout and less job satisfaction. Also, it shows that may the affect change depends on the employee position in the organization. [21]

“The influence of organizational commitment on employees’ job performance: The mediating role of job satisfaction” [22]

This study investigates how the organizational commitment impact job performance and how job satisfaction affect that. The study shows that all three variables affect each other positively. [22]

“Relationship between Job Satisfaction and Employee Performance in the Construction Industry of Pakistan” [24]

This study investigates how job satisfaction impact employee performance. The study shows that a higher job satisfaction will cause to have a higher performance and a higher productivity. [24]

“The effect of compensation and career development on lecturer job satisfaction” [25]

This study investigates how job satisfaction gets affected by compensation and career development. The study shows that both factors compensation and career development affect positively on job satisfaction together or separately. [25]

“How entrepreneurs influence their employees’ job satisfaction: The double-edged sword of proactive personality” [28]

This study shows how entrepreneurs impact job satisfaction both in negative and positive way because of their proactive personality. The study shows that the proactive personality has a negative impact in an entrepreneur firm because of a higher employee demand. But in the other hand it had a positive impact in a stable firm because of a higher employee control and social support. [28]

“Teacher job satisfaction: the importance of school working conditions and teacher characteristics” [29]

This study investigates how much working condition and teacher characteristics impact job satisfaction. The study shows that working conditions factors such as teacher workload, teacher cooperation and teacher perceptions of student discipline in school affects job satisfaction. Also, it shows that female teachers, teachers with more exposure to professional development and more efficacious teachers had a higher job satisfaction. [29]

“The role of discrete emotions in job satisfaction: A meta-analysis” [30]

This study investigates emotions impact on job satisfaction. The study shows that some emotions affect job satisfaction. Also, it shows that negative emotion has a bigger impact than positive emotions. [30]

Theoretical Framework of the Study:

Organization Behavior (OB)

OB is the study investigate employee behavior in Organizations and how the knowledge is applied, with employees, and groups behave in an organization, and in result to scope and achieve the highest quality of performances, and profit. OB is important for both management and HR to have a better relation with the employees, encourage them, how much their motivation level, find out conflicts and their solution, find reason of frustration and reduce them, have better morals, improve the work environment and know how to evaluate new candidates if they fit the best in the organization. [23,25,26]

Individual behaviors can be measure by three factors productivity, performance and commitment. One of the main purposes of OB is to help employees to become organizational citizenship which is to reach a positive contribution to the organization. The opposite of that is dysfunctional behaviors which is detract from contribution to the organization. [12,23,28]

Human Resources Management (HRM)

HRM is recruiting people, developing & training their resources, maintaining and compensating their services with the job and organizational requirements as shown at Figure 2-1. HRM must work with employees based on human relation movement which is to treat them orientations, values, and feelings as important part of organizational dynamic and performance. [2,23,29]

Every employee is different in several aspects such as physical, psychological and emotional. Based on that management must check if employee fit or not. Fitting concept can be divided in four fitting types: [8,23,30]

- 1- Person-Job Fit.
- 2- Person-Group Fit.
- 3- Person-Organization Fit.
- 4- Person-Vocation Fit.



Figure 1: Human Resources Management (HRM) [23]

Attitudes and Job Satisfaction

Attitudes are calculating statements or findings regarding objects, people, or events. There are three main components for attitude: cognitive (evaluation), affective (feeling), behavioral (action). Based on the attitude behavioral can be expected. The major job attitudes are: job satisfaction, job involvement, psychological empowerment, organizational commitment, perceived organizational support (POS) and employee engagement. [4,26]

Job satisfaction: is an optimistic sensation about the job resulting from a calculation of its features. It can be measured throw single global rating or summation score. Job satisfaction can be caused by multiple factors such as money, personality etc. Job satisfaction has many outcomes such as job performance, organizational citizenship behaviors, customer satisfaction, absenteeism, lower turnover and workplace deviance. [1,26]

Motivation Concepts & Applications

Motivation it is the main force that support and move action. Motivation contains three key elements intensity, direction and persistence. The important of motivation is to increase performance. However, performance is not only impact by motivation but also by environment and ability. Figure 2-2 shows the motivation framework it's a useful way to see the process of motivation. Later on, theories of motivation will be discussed: [3,23,26]

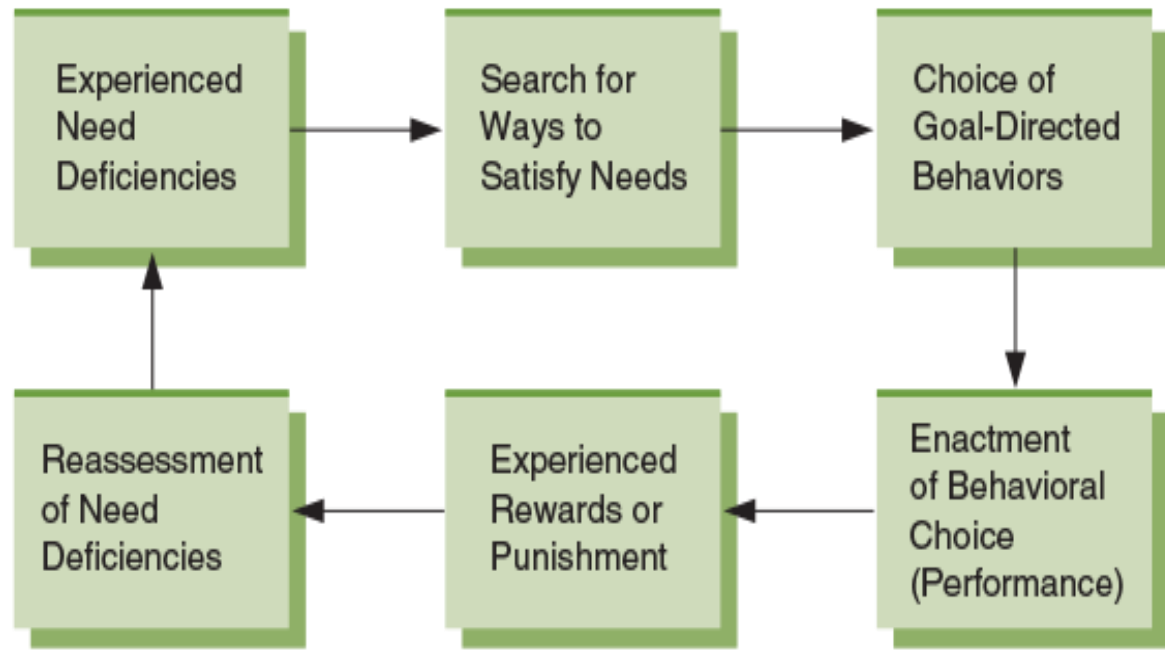


Figure 2: The motivation framework [23]

The Traditional Approach

This theory is also called scientific management of Tylor it's assume that the only motivation for employees is money. [9,23]

The Human Relations Approach

This theory assumes that employees have strong social needs and it's more important than money to motivate them, employees need to feel useful at their organization. [13,23]

Maslow's Hierarchy of Needs

The theory put assumption that humans have a pyramid of desires, starting from the basic physical needs to higher desires like honor and self-respect. In this research, unfilled desires related to job satisfaction led to a higher resignation ratio among employees. [23,26]



Figure 3 Maslow's Hierarchy of Needs [26]

Figure 2-3 Maslow's hierarchy of needs contain from below: [5,26]

- 1- Physiological needs: Air, water, food, shelter, sleep, clothing.
- 2- Safety needs: Personal security, employment
- 3- Social needs: Love and belonging, family, sense of connection.
- 4- Esteem needs: Respect, self-esteem, status, recognition.
- 5- Self-Actualization needs: Drive to become the most that one can be.

Alderfer's ERG Theory

This theory is an alternative of Maslow to fit experiential research. This theory eliminates the hierarchical assumption humans can be motivated by all the needs at once. This theory is dividing the human needs to three groups: [23,26]

- 1- Existence (Maslow: physiological and safety)
- 2- Relatedness (Maslow: social and status)
- 3- Growth (Maslow: esteem and self-actualization)

McGregor's Theory X & Theory Y

This theory assumes two separate views of human beings: theory X (negative) and Theory Y (positive). Theory X is every negative characteristic in the employee from the managers point of view, while theory Y is every positive characteristic in the employee from the managers point of view. This theory helps managers to change their employee behavior from X to Y. [7,26]

McClelland's Four Needs Theory

According to this theory, people have motivating drivers that are straight related to need regardless of personal characteristics. This theory identifies four types of motivational need: [23,26]

- 1- Need for Achievement (nAch): the need to become successful.
- 2- Need for Power (nPow): the need to control other people behavior.
- 3- Need for Affiliation (nAff): the need to satisfy others to become friends and have relationship with them.
- 4- Need for Avoidance: the fear of fail and get rejected and some time it maybe a fear of positive things such as fear of success.

Herzberg's Two-Factor Theory

The theory show there is two different factors hygiene factors and motivation ones. Filling hygiene factors will not cause dissatisfaction, but at the same time it will not lead to satisfaction. Companies should fill both factors together to get the highest level of job satisfaction. [6,23,26]

Self Determination Theory

This theory shows that people desire to feel they have control over their actions, so anything that makes a previously enjoyed task feel more like an obligation than a freely chosen activity will undermine motivation. [14,26]

Locke's Goal Setting Theory

Specific and difficult goals, with self-generated feedback, lead to higher performance. The reasons of difficult goals are focus and direct attention, energize the employee to work harder, difficulty increases persistence, force people to be more effective and efficient. [10,26]

Implementation: Management by Objectives (MBO)

It's a system to set goals. Goals should be tangible, verifiable and measurable. The company goals get divided to a smaller goal for every team of employees. MBO programs ingredients are goal specificity, participative decision making, explicit time period, performance feedback. [24,26]

Bandura's Self Efficacy Theory

This theory assume that employees believe that they can achieve their own tasks. Figure 2-4 shows how this theory can achieve better performance after every achievement. Also, the theory has suggestions on how to increase self-efficacy: [20,26]

- 1- Enactive mastery: having experience with the tasks.
- 2- Vicarious modeling: observing someone while who do the tasks.
- 3- Verbal persuasion: by motivation speech.
- 4- Arousal: emotional arouse to complete tasks.

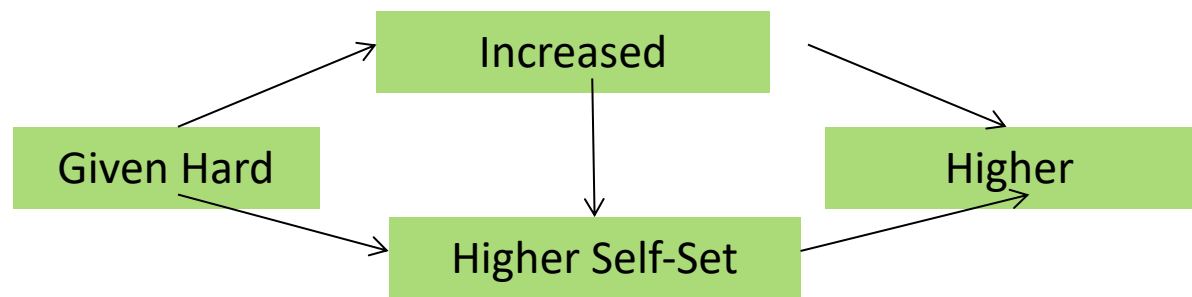


Figure 4 Bandura's Self Efficacy Theory [26]

Task-specific self-efficacy assume employee will accomplish his task based on his believe that he has what it's needed to accomplish it. Task-specific self-efficacy believe has three dimensions: [19,23]

- 1- Magnitude: the difficulties of the task.
- 2- Strength: the believe of accomplishing the task.
- 3- Generality: how much similar task can be done.

Adam's Equity Theory

Employees compare their outcomes and compare their incomes with other employees. When the comparison result is equal there will not be tension between them because they will feel fair. But if the comparison result is not equal there will be tension between them because they will not feel fair. Tension motivates employee to change the income and outcome until it become equal. There is two ways to inequitable pay paid by time or paid by quality. There are four comparisons that employees implement: [23,26]

- 1- Self-inside: The person's experience in a different job in the same organization.
- 2- Self-outside: The person's experience in a different job in a different organization.
- 3- Other-inside: Another individual or group within the organization.
- 4- Other-outside: Another individual or group outside of the organization.

Figure 2-5 shows that there are three justice methods that lead to organizational justice: [23,26]

- 1- Distributive Justice: Fairness of outcomes
- 2- Procedural Justice: Fairness of outcome process
- 3- Interactional Justice: Being treated with dignity and respect

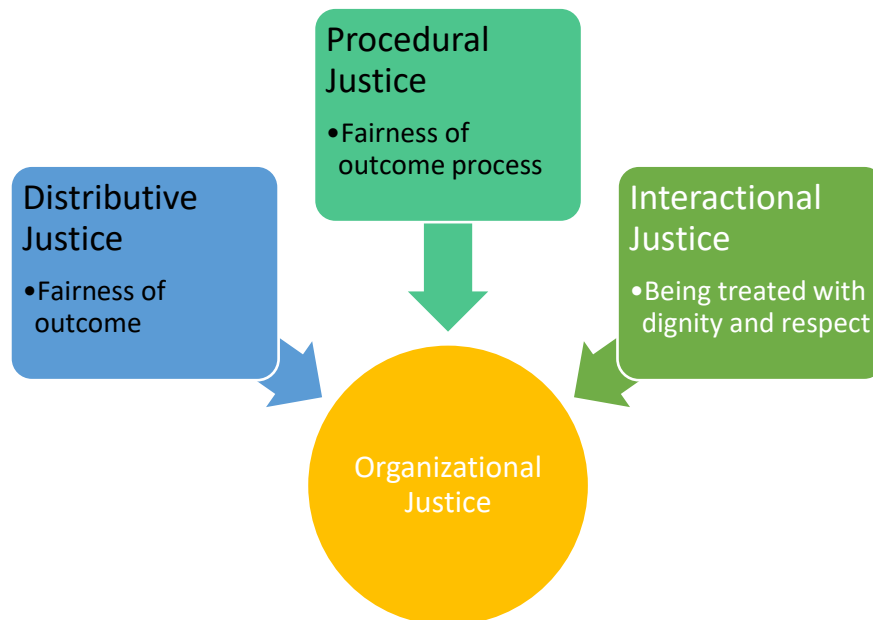


Figure 5 Adam's Equity Theory Organizational Justice [26]

Vroom's Expectancy Theory

This theory assumes that people will work and act what they believe and expect, how good they act depends on the strength of the expectation. This theory represents in three levels of act: [23,26]

- 1- Effort–performance relationship
- 2- Performance–reward relationship
- 3- Rewards–personal goals relationship

Motivation by Job Design: The Job Characteristics Model (JCM)

This theory assumes that there are five job factors can describe any jobs. Those five job factors affect job satisfaction. Companies must analyze their work tasks to see if they offer the opportunity for their employee to use all five factors. Figure 2-6 shows how JCM work at the organization. Those five job factors are: [23,26]

- 1- Skill variety: Requirements for different tasks in the job.
- 2- Task identity: Completion of a whole piece of work.
- 3- Task significance: The job's impact on others.
- 4- Autonomy: Level of discretion in decision making.
- 5- Feedback: Amount of direct and clear information on performance.

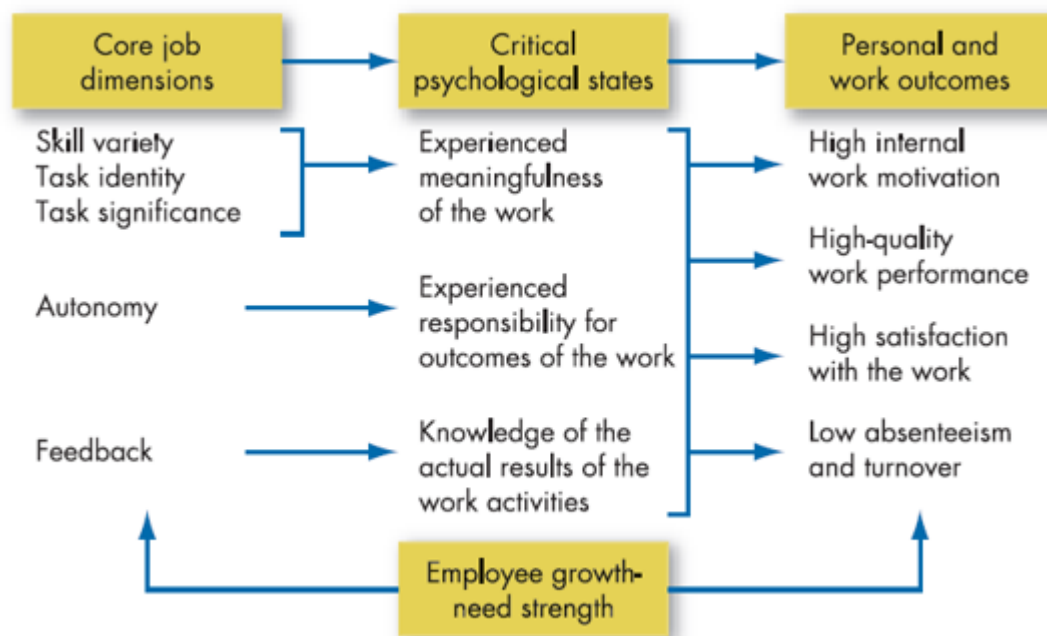


Figure 6 Motivation by Job Design: The Job Characteristics Model (JCM)

This theory led organization to redesign the job. There is three ways to redesign jobs: [23,26]

- 1- Job Rotation: Changing workers rotationally from one task to other.
- 2- Job enlargement: The horizontal expansion of jobs. Adding additional tasks but stay at the same job and level.
- 3- Job enrichment: The vertical expansion of jobs. Expand the tasks for the employee and develop their own skills.

Motivation by Job Design: Employee Participation and Empowerment

This theory assume that employees will be motivated by giving them a voice in making decision about their own work, and letting them set their own goals, make decisions, and solve problems within their responsibility and authority. [18,23]

Motivation by Job Design: Flexible Work Arrangements

This theory can be divided to three ways variable work schedules, compressed work schedule, and extended work schedules. The variable work schedules which are employees are having a several hours every day at work but they can change the starting and ending time of it. While compressed work schedule is having fixed weekly hour and employees can divided as you wish on the week days. Finally, extended work schedules are working for long period and after that having long period of paid time off. [17,23]

Reinforcement Theory of Motivation

This theory target is to make employees reach the desired level of motivation by four ways: [23,26]

- 1- Positive Reinforcement: Positive behavior followed by positive consequences.
- 2- Negative Reinforcement: Positive behavior followed by removal of negative consequences.
- 3- Punishment: Negative behavior followed by negative consequences.
- 4- Extinction: Negative behavior followed by removal of positive.

Partial reinforcement is when you are not applying reinforcement every time when a positive action happens, there is four types of partial reinforcement: [16,23]

- 1- Fixed-ratio: Happen after specific number of correct actions.
- 2- Fixed-interval: Happen after certain time has passed
- 3- Variable-ratio: Happen after unpredictable number of correct actions
- 4- Variable-interval: Happen after unpredictable time has passed

To motivate the wanted behavior, there is a process of five steps: [15,23]

- 1- Define the problem
- 2- Identify and define
- 3- Record and track
- 4- Analyze
- 5- Evaluate whether

Burnout

Burnout is an emotional, physical and mental fatigue stated caused by exhaustion and stress. It's not a decision, but it's consequence of low job satisfaction and sometimes because of outside of the organization such as personal reasons. [21,27]

Resignation

Resignation is the act of leaving the job. Its decision caused by burnout, low job satisfaction, another opportunity or personal reasons. [22,11]

Chapter Three: Research Methodology

Introduction:

This chapter will discuss research methodology that will be used by the researcher. The first section will discuss research design that was developed through the researcher.

Later on, in this chapter will discuss the population of the study, sample characteristic and sample size determination.

Finally, data collection procedure will be discussed, and the study determination will be shown that the survey will be developed through them. After the data collection finish all the data will be analyzed and the method of analyzing it will be discussed.

Research Design:

This research data will be collected through quantitative method. A survey will be developed on google form and it will be sent to a random sample from the original population. Dependent, independent and control variable will be developed to develop the survey.

The population of the study will be every employ of travel agency at Kurdistan region of Iraq. A random sample will be choice that can represent the original population.

Finally, the data will be collected from the participants through google form and it will be cleaned through it also. The data will be analyzed through SPSS program.

Population of the study:

The population of this study is all the employees who is currently working at travel agencies at Kurdistan region of Iraq. This includes all the employees what ever their position, their experience, their salary, their gender and the company size that they work at. The time frame of the study is during July 2024 so any one is not employee during this time frame will not be considered as population of the study.

Kurdistan region of Iraq contain 4 cities which is Erbil, Sulaymani, Dohuk and Halabja. Erbil city is the most populated city and it's the capital of Kurdistan region of Iraq. Sulaymani city is the largest city and the second most populated city. The third city is Dohuk and finally the smallest city is Halabja and it has the least travel agencies between all four cities.

Sample Characteristic:

The sample of the study was taken on random basis through several methods. First methods were through having contacts of the travel agencies managers through the main suppliers of the market (Airlines and booking systems). After sending the survey through the suppliers to their clients (travel agencies) the choice was left for the managers to send the survey to their employees or ignore it depends on their company policy.

Second methods were through the employees who already filled the survey that if they are willing to send to other employees that they have contact with. Third method is through posting the survey on travel agencies group on several social media platforms.

With all three methods we are making sure of having the best results and the most random sample and to reach the most employees the researcher can reach.

Sample Size Determination:

As previously was advised the sample was so random which will be shown in the results in the next chapter. The total legal travel agencies who have legal license at Kurdistan region is around 600 travel agencies. The employees of those 600 travel agencies are the total population size.

The survey was totally sent to 100 travel agencies those agencies 40 travel agencies was from Erbil city, 30 travel agencies was from Sulaymani city, 20 travel agencies was from Dohuk city, and finally 10 travel agencies was from Halabja city.

However, the choice of filling the survey or not and pass it to the employees was totally left to the managers of those travel agencies. Sure, every employee at those who accepted to pass the survey had the choice to fill the survey or not.

The total numbers of employees who filled the survey in full was 120 employees.

Data Collections procedures:

The data was collected throw quantitative method. A questioner was made to collect three kinds of data. First section will collect personal data (demographic). Second section will measure the job satisfaction factors and data. Third section will measure the resignation ratio and the reason that cause the resignation the most. This questioner will be developed throw google form and send to the sample throw URL link.

After the survey was written, it was sent to jury members and after their review and feedback the finale survey after editing was send. The jury members are:

- 1- Mr. Dlear Kayfi: President of Hotels & Restaurants Association in Iraq.
- 2- Dr. Pakzad Saleh: Lecturer At the American University of Slemani.
- 3- Mr. Firas Abu Taa: Vice President At Astra Bookings.
- 4- Mr. Kamil Khatib: Business Development Director At Astra Bookings.
- 5- Mrs. Lavin Mohammed: Assistant Lecturer At Aimdeast Organization

The survey will be sent to a random sample. 100 Travel agency was chosen randomly throw the suppliers of the Kurdistan market. 40 travel agencies were from Erbil city, 30 travel agencies was from Sulaymani city, 20 travel agencies was from Dohuk city, and finally 10 travel agencies were from Halabja city.

The survey was sent to the managers of each travel agencies and they will have the choice to fill it and pass it to the other employees of this travel agency. Then the employee will have the choice to answer the survey and then he has the choice to sent it to other employees. Also, the URL link will be shared on several travel agencies groups and communities throw several social media platforms.

The data will be cleaning and coding first throw google form. Then the data will be analyzed throw SPSS program to measure and understand all the data in the best way possible.

Study Determinants:

Below are the dependent variables that are at the questioner:

- 1- Recognized and appreciated satisfaction
- 2- Management satisfaction
- 3- Tools and resources satisfaction
- 4- Opportunity to grow satisfaction
- 5- Work-life balance satisfaction
- 6- Income satisfaction
- 7- Work environment satisfaction
- 8- Job satisfaction overall
- 9- Resignation overall
- 10- Resign because of position
- 11- Resign because of work environment
- 12- Resign because of opportunity to grow
- 13- Resign because of income
- 14- The act of resign
- 15- Carrier shift

Below are the independent variables that are at the questioner:

- 1- Gender
- 2- Experience
- 3- Company size
- 4- Monthly income
- 5- Academic degree
- 6- Recognized and appreciated satisfaction
- 7- Management satisfaction
- 8- Tools and resources satisfaction
- 9- Opportunity to grow satisfaction
- 10- Work-life balance satisfaction
- 11- Income satisfaction
- 12- Work environment satisfaction
- 13- Job satisfaction overall
- 14- Resignation reason of previous job

Method of Analysis:

The data was collected through quantitative method. A questionnaire was made to collect three kinds of data. First section will collect personal data (demographic). Second section will measure the job satisfaction factors and data. Third section will measure the resignation ratio and the reason that causes the resignation the most. This questionnaire will be developed through Google Form and sent to the sample through URL link.

The data will be cleaned and coded first through Google Form. Then the data will be analyzed through SPSS program to measure and understand all the data in the best way possible.

Chapter Four: Practical Study

Introduction:

In this chapter the data that was collected will be analyzed by SPSS program. The data will be analyzed by several sides. First the data frequency will be analyzed for each 21 variables. Second the mean, mode and Std. deviation of all 20 variables will be analyzed. Third the mean and Std. deviation of all variables will be analyzed by gender, experience, company size, income and educational degree.

Further on the research finding will be discussed based on the data that was analyzed in details earlier. A conclusion will be discussed for the study that will be a shorter version of the research findings. Finally, a research recommendation will be recommended to both managers and employees of travel agencies at Kurdistan Region of Iraq.

Data Analysis:

All the data collected from the questioner that was collected from the participants will be analyzed in this part of the research. The questioner is made from twenty-one questions divided by three sections. First section is personal information which is made of Five questions. The second section is job satisfaction factors measurement which is made of eight questions. Finally, the third part is resignations reasons and ration which is made of eight questions.

Data Frequency

As shown at Table 1 there was 172 participants answered the questioner. The male participants were 123 participants which is 71.5% of the total participants. That make the female participants 49 participants which is 28.5% of the total participants. The data of this table is the answer of the first question “your Gender”.

Gender	Frequency	Percent
Male	123	71.5
Female	49	28.5
Total	172	100.0

Table1 Gender Frequency

As shown at Table 2 is the results of the second question of the questioner which is “How many years of total experience do you have?”. 10 of the participants have less than one year experience which is 5.8% of the participants. 20 of the participants have experience between one to two years of experience which is 11.6% of the participants. 36 of the participants have experience between two to five years of experience which is 20.9% of the participants. 58 of the participants have experience between five to ten years of experience which is 33.7% of the participants. 48 of the participants have experience between one to two years of experience which is 27.9% of the participants.

Experience	Frequency	Percent
less than a year	10	5.8
from 1-2 years	20	11.6
from 2-5 years	36	20.9
from 5-10 years	58	33.7
More than 10 years	48	27.9
Total	172	100.0

Table2 Experience Frequency

As shown at Table 3 is the results of the Third question of the questioner which is “How much is the size of your current company?”. 81 of the participants are working at company which has less than 5 employees which is 47.1% of the participants. 56 of the participants are working at company which has 5-9 employees which is 32.6% of the participants. 20 of the participants are working at company which has 10-19 employees which is 11.6% of the participants. 15 of the participants are working at company which has more than 20 employees which is 8.7% of the participants.

Company size	Frequency	Percent
less than 5 employees	81	47.1
from 5-9 employees	56	32.6
from 10-19 employees	20	11.6
More than 20 employees	15	8.7
Total	172	100.0

Table 3 Company size Frequency

As shown at Table 4 is the results of the fourth question of the questioner which is “The average of your total monthly income (Salary, Compensation & Benefits)”. 31 of the participants their income is less than 500\$ which is 18% of the participants. 74 of the participants their income is 500\$ - 999\$ which is 43% of the participants. 33 of the participants their income is 1,000\$ - 1,499\$ which is 19.2% of the participants. 9 of the participants their income is 1,500\$ - 1,999\$ which is 5.2% of the participants. 25 of the participants their income is more than 2,000\$ which is 14.5% of the participants.

Income	Frequency	Percent
Less than 500\$	31	18.0
500\$ - 999\$	74	43.0
1,000\$ - 1,499\$	33	19.2
1,500\$ - 1,999\$	9	5.2
More than 2,000\$	25	14.5
Total	172	100.0

Table 4 Income Frequency

As shown at Table 5 is the results of the fourth question of the questioner which is “What is your academic degree?”. 7 of the participants never graduated high school which is 4.1% of the participants. 11 of the participants graduated high school which is 6.4% of the participants. 29 of the participants has a diploma degree which is 16.9% of the participants. 116 of the participants has bachelor degree which is 67.4% of the participants. 8 of the participants has master degree which is 4.7% of the participants. Only one of the participants graduated high school which is 0.6% of the participants.

Degree	Frequency	Percent
I have never graduated from high school	7	4.1
Finished High School	11	6.4
Diploma Degree	29	16.9
Bachelor Degree	116	67.4
Master Degree	8	4.7
PHD Degree	1	.6
Total	172	100.0

Table5 Degree Frequency

As shown at Table 6 is the results of the four questions of the questioner which are “I feel recognized and appreciated in the company that I work for.” at the table it’s under “S. Appreciated”. 4 of the participants show strongly disagree with the sentence which is 2.3% of the participants. 3 of the participants show disagree with the sentence which is 1.7% of the participants. 16 of the participants show neutral with the sentence which is 9.3% of the participants. 85 of the participants show agree with the sentence which is 49.4% of the participants. 64 of the participants show strongly agree with the sentence which is 37.2% of the participants.

Second questions which is “I feel I have a good communication with my manager” at the table it’s under “S. Manager”. 3 of the participants show strongly disagree with the sentence which is 1.7% of the participants. 9 of the participants show disagree with the sentence which is 5.2% of the participants. 10 of the participants show neutral with the sentence which is 5.8% of the participants. 71 of the participants show agree with the sentence which is 41.3% of the participants. 79 of the participants show strongly agree with the sentence which is 45.9% of the participants.

Third questions which is “I have access to the tools (e.g. Laptop) and resources (e.g. System) to perform my job effectively” at the table it’s under “S. Resources”. 1 of the participants show strongly disagree with the sentence which is 0.6% of the participants. 1 of the participants show disagree with the sentence which is 0.6% of the participants. 9 of the participants show neutral with the sentence which is 5.2% of the participants. 76 of the participants show agree with the sentence which is 44.2% of the participants. 85 of the participants show strongly agree with the sentence which is 49.4% of the participants.

Finally, the fourth question is “I have many opportunities to grow in the company that I work for” at the table it’s under “S. Grow”. 6 of the participants show strongly disagree with the sentence which is 3.5% of the participants. 10 of the participants show disagree with the sentence which is 5.8% of the participants. 24 of the participants show neutral with the sentence which is 14% of the participants. 70 of the participants show agree with the sentence which is 40.7% of the participants. 62 of the participants show strongly agree with the sentence which is 36% of the participants.

	S. Appreciated		S. Manager		S. Resources		S. Grow	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Strongly Disagree	4	2.3	3	1.7	1	.6	6	3.5
Disagree	3	1.7	9	5.2	1	.6	10	5.8
Neutral	16	9.3	10	5.8	9	5.2	24	14.0
Agree	85	49.4	71	41.3	76	44.2	70	40.7
Strongly Agree	64	37.2	79	45.9	85	49.4	62	36.0
Total	172	100.0	172	100.0	172	100.0	172	100.0

Table 6 Job Satisfaction Factors (Appreciated, Manager, Resources & Grow) Frequency

As shown at Table 7 is the results of the four questions of the questioner which are “I have Work-Life Balance.” at the table it’s under “S. Balance”. 17 of the participants show strongly disagree with the sentence which is 9.9% of the participants. 20 of the participants show disagree with the sentence which is 11.6% of the participants. 38 of the participants show neutral with the sentence which is 22.1% of the participants. 69 of the participants show agree with the sentence which is 40.1% of the participants. 28 of the participants show strongly agree with the sentence which is 16.3% of the participants.

Second questions which is “I’m satisfied with my income (Salary, Compensation & Benefits)” at the table it’s under “S. Income”. 14 of the participants show strongly disagree with the sentence which is 8.1% of the participants. 18 of the participants show disagree with the sentence which is 10.5% of the participants. 44 of the participants show neutral with the sentence which is 25.6% of the participants. 72 of the participants show agree with the sentence which is 41.9% of the participants. 24 of the participants show strongly agree with the sentence which is 14% of the participants.

Third questions which is “I have a good work environment in the company that I work for” at the table it’s under “S. Environment”. 5 of the participants show strongly disagree with the sentence which is 2.9% of the participants. 8 of the participants show disagree with the sentence which is 4.7% of the participants. 19 of the participants show neutral with the sentence which is 11% of the participants. 94 of the participants show agree with the sentence which is 54.7% of the participants. 46 of the participants show strongly agree with the sentence which is 26.7% of the participants.

Finally, the fourth question is “I recommend my friends to work at the company I currently work for” at the table it’s under “S. Recommend”. 10 of the participants show strongly disagree with the sentence which is 5.8% of the participants. 7 of the participants show disagree with the sentence which is 4.1% of the participants. 35 of the participants show neutral with the sentence which is 20.3% of the participants. 73 of the participants show agree with the sentence which is 42.4% of the participants. 47 of the participants show strongly agree with the sentence which is 27.3% of the participants.

	S. Balance		S. Income		S. Environment		S. Recommend	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Strongly Disagree	17	9.9	14	8.1	5	2.9	10	5.8
Disagree	20	11.6	18	10.5	8	4.7	7	4.1
Neutral	38	22.1	44	25.6	19	11.0	35	20.3
Agree	69	40.1	72	41.9	94	54.7	73	42.4
Strongly Agree	28	16.3	24	14.0	46	26.7	47	27.3
Total	172	100.0	172	100.0	172	100.0	172	100.0

Table 7 Job Satisfaction Factors (Balance, Income, Environment & Grow) Frequency

As shown at Table 8 is the results of the four questions of the questioner which are “I’m planning to resign from the company that I work for in the near future” at the table it’s under “Resign”. 50 of the participants show strongly disagree with the sentence which is 29.1% of the participants. 43 of the participants show disagree with the sentence which is 25% of the participants. 31 of the participants show neutral with the sentence which is 18% of the participants. 36 of the participants show agree with the sentence which is 20.9% of the participants. 12 of the participants show strongly agree with the sentence which is 7% of the participants.

Second questions which is “I will leave the company for a better position” at the table it’s under “R. Position”. 34 of the participants show strongly disagree with the sentence which is 19.8% of the participants. 51 of the participants show disagree with the sentence which is 29.7% of the participants. 24 of the participants show neutral with the sentence which is 14% of the participants. 42 of the participants show agree with the sentence which is 24.4% of the participants. 21 of the participants show strongly agree with the sentence which is 12.2% of the participants.

Third questions which is “I will leave the company for a better work environment” at the table it’s under “S. Environment”. 38 of the participants show strongly disagree with the sentence which is 22.1% of the participants. 47 of the participants show disagree with the sentence which is 27.3% of the participants. 31 of the participants show neutral with the sentence which is 18% of the participants. 41 of the participants show agree with the sentence which is 23.8% of the participants. 15 of the participants show strongly agree with the sentence which is 8.7% of the participants.

Finally, the fourth question is “I will leave the company for a better opportunity to grow” at the table it’s under “S. Grow”. 29 of the participants show strongly disagree with the sentence which is 16.9% of the participants. 34 of the participants show disagree with the sentence which is 19.8% of the participants. 32 of the participants show neutral with the sentence which is 18.6% of the participants. 57 of the participants show agree with the sentence which is 33.1% of the participants. 20 of the participants show strongly agree with the sentence which is 11.6% of the participants.

	Resign		R. Position		R. Environment		R. Grow	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Strongly Disagree	50	29.1	34	19.8	38	22.1	29	16.9
Disagree	43	25.0	51	29.7	47	27.3	34	19.8
Neutral	31	18.0	24	14.0	31	18.0	32	18.6
Agree	36	20.9	42	24.4	41	23.8	57	33.1
Strongly Agree	12	7.0	21	12.2	15	8.7	20	11.6
Total	172	100.0	172	100.0	172	100.0	172	100.0

Table8 Resignation & Resignation reason (Manager, Environment & Grow) Frequency

As shown at Table 9 is the results of the three questions of the questioner which are “I will leave the company for a better income (Salary, Compensation & Benefits)” at the table it’s under “R. Income”. 35 of the participants show strongly disagree with the sentence which is 20.3% of the participants. 35 of the participants show disagree with the sentence which is 20.3% of the participants. 33 of the participants show neutral with the sentence which is 19.2% of the participants. 43 of the participants show agree with the sentence which is 25% of the participants. 26 of the participants show strongly agree with the sentence which is 15.1% of the participants.

Second questions which is “I have applied for another company in the last 3 months” at the table it’s under “Job Apply”. 74 of the participants show strongly disagree with the sentence which is 43% of the participants. 53 of the participants show disagree with the sentence which is 30.8% of the participants. 11 of the participants show neutral with the sentence which is 6.4% of the participants. 28 of the participants show agree with the sentence which is 16.3% of the participants. 6 of the participants show strongly agree with the sentence which is 3.5% of the participants.

Finally, the third questions which is “I will leave the sector of travel agencies at the nearest future” at the table it’s under “Job Shift”. 57 of the participants show strongly disagree with the sentence which is 33.1% of the participants. 42 of the participants show disagree with the sentence which is 24.4% of the participants. 37 of the participants show neutral with the sentence which is 21.5% of the participants. 27 of the participants show agree with the sentence which is 15.7% of the participants. 9 of the participants show strongly agree with the sentence which is 5.2% of the participants.

	R. Income		Job Apply		Job Shift	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Strongly Disagree	35	20.3	74	43.0	57	33.1
Disagree	35	20.3	53	30.8	42	24.4
Neutral	33	19.2	11	6.4	37	21.5
Agree	43	25.0	28	16.3	27	15.7
Strongly Agree	26	15.1	6	3.5	9	5.2
Total	172	100.0	172	100.0	172	100.0

Table9 Resignation reason Income, Job Apply & Job Shift Frequency

As shown at Table 10 is the results of the last question of the questioner which is “Why did you leave your previous job”. 50 of the participants answer was for better work environment which is 29.1% of the participants. 18 of the participants answer was for better salary which is 10.5% of the participants. 17 of the participants answer was for better position which is 9.9% of the participants. 43 of the participants answer was for better growth opportunity which is 25% of the participants. 44 of the participants answer was never resigned before which is 25.6% of the participants.

Last Leave Reason	Frequency	Percent
Better Work environment	50	29.1
Better Salary	18	10.5
Better Position	17	9.9
Better Growth Opportunity	43	25.0
Never resigned	44	25.6
Total	172	100.0

Table 10 Last Leave Reason Frequency

Mean

In this section will analyze the mean of all the variables in several ways, before go throw the means will discuss the numbers meanings as shown below:

- 1- “Gender” = Your Gender
 - a. Male = 1
 - b. Female = 2

- 2- “Experience” = How many years of total experience do you have?
 - a. less than a year = 1
 - b. from 1-2 years = 2
 - c. from 2-5 years = 3
 - d. from 5-10 years = 4
 - e. More than 10 years = 5

- 3- “Company Size” = How much is the size of your current company?
 - a. less than 5 employees = 1
 - b. from 5-9 employees = 2
 - c. from 10-19 employees = 3
 - d. More than 20 employees = 4

- 4- “Income” = The average of your total monthly income (Salary, Compensation & Benefits)
- a. Less than 500\$ = 1
 - b. 500\$ - 999\$ = 2
 - c. 1,000\$ - 1,499\$ = 3
 - d. 1,500\$ - 1,999\$ = 4
 - e. More than 2,000\$ = 5
- 5- “Degree” = What is your academic degree?
- a. I have never graduated from high school = 1
 - b. Finished High School = 2
 - c. Diploma Degree = 3
 - d. Bachelor Degree = 4
 - e. Master Degree = 5
 - f. PHD Degree = 6
- 6- “S. Appreciated” = I feel recognized and appreciated in the company that I work for .
- a. Strongly Disagree = 1
 - b. Disagree = 2
 - c. Neutral = 3
 - d. Agree = 4
 - e. Strongly Agree = 5
- 7- “S. Manager” = I feel I have a good communication with my manager
- a. Strongly Disagree = 1
 - b. Disagree = 2
 - c. Neutral = 3
 - d. Agree = 4
 - e. Strongly Agree = 5
- 8- “S. Resources” = I have access to the tools (e.g. Laptop) and resources (e.g. System) to perform my job effectively
- a. Strongly Disagree = 1
 - b. Disagree = 2
 - c. Neutral = 3
 - d. Agree = 4
 - e. Strongly Agree = 5

9- "S. Grow" = I have many opportunities to grow in the company that I work for.

- a. Strongly Disagree = 1
- b. Disagree = 2
- c. Neutral = 3
- d. Agree = 4
- e. Strongly Agree = 5

10- "S. Balance" = I have Work-Life Balance

- a. Strongly Disagree = 1
- b. Disagree = 2
- c. Neutral = 3
- d. Agree = 4
- e. Strongly Agree = 5

11- "S. Income" = I'm satisfied with my income (Salary, Compensation & Benefits)

- a. Strongly Disagree = 1
- b. Disagree = 2
- c. Neutral = 3
- d. Agree = 4
- e. Strongly Agree = 5

12- "S. Environment" = I have a good work environment in the company that I work for

- a. Strongly Disagree = 1
- b. Disagree = 2
- c. Neutral = 3
- d. Agree = 4
- e. Strongly Agree = 5

13- "S. Recommend" = I recommend my friends to work at the company I currently work for

- a. Strongly Disagree = 1
- b. Disagree = 2
- c. Neutral = 3
- d. Agree = 4
- e. Strongly Agree = 5

14- "Resign" = I'm planning to resign from the company that I work for in the near future

- a. Strongly Disagree = 1
- b. Disagree = 2
- c. Neutral = 3
- d. Agree = 4
- e. Strongly Agree = 5

15- "R. Position" = I will leave the company for a better position

- a. Strongly Disagree = 1
- b. Disagree = 2
- c. Neutral = 3
- d. Agree = 4
- e. Strongly Agree = 5

16- "R. Environment" = I will leave the company for a better work environment

- a. Strongly Disagree = 1
- b. Disagree = 2
- c. Neutral = 3
- d. Agree = 4
- e. Strongly Agree = 5

17- "R. Grow" I will leave the company for a better opportunity to grow

- a. Strongly Disagree = 1
- b. Disagree = 2
- c. Neutral = 3
- d. Agree = 4
- e. Strongly Agree = 5

18- "R. Income" = I will leave the company for a better income (Salary, Compensation & Benefits)

- a. Strongly Disagree = 1
- b. Disagree = 2
- c. Neutral = 3
- d. Agree = 4
- e. Strongly Agree = 5

19- “Job Apply” = I have applied for another company in the last 3 months

- a. Strongly Disagree = 1
- b. Disagree = 2
- c. Neutral = 3
- d. Agree = 4
- e. Strongly Agree = 5

20- “Job Shift” = I will leave the sector of travel agencies at the nearest future

- a. Strongly Disagree = 1
- b. Disagree = 2
- c. Neutral = 3
- d. Agree = 4
- e. Strongly Agree = 5

Over All Mean & Mode

As shown at Table 11 is the mean, mode & Std. Deviation of each personal information. Start with gender which shows that most of participants are male. Most of the participants have experience 5-10 years, but the mean shows that the average experience of the participants was 2-5 years. While, most of the participants company size was less than 5 employees, it's the same as the mean result. Both the most of the participants and the average of the participants has income between 500\$-999\$. Most of the participants has Bachelor degree, but the average of the participants has Diploma degree or above.

	Gender	Experience	Company Size	Income	Degree
Mean	1.2849	3.6628	1.8198	2.5523	3.6395
Mode	1.00	4.00	1.00	2.00	4.00
Std. Deviation	.45268	1.17090	.95333	1.26243	.85721

Table 11 Personal Information Mean

As shown at Table 12 is the mean, mode & Std. Deviation of four job satisfaction factors. Both the average and the most of the participants show agree that they feel appreciated. Most of the participants strongly agree that they have good communication with their managers, but the average of them agree with that. Most of the participants strongly agree that they have the resources that they need, but the average of them agree with that. Both the average and the most of the participants show agree that they have the opportunity to grow.

	S. Appreciated	S. Manager	S. Resources	S. Grow
Mean	4.1744	4.2442	4.4128	4.0000
Mode	4.00	5.00	5.00	4.00
Std. Deviation	.84731	.91045	.67405	1.02598

Table 12 Job Satisfaction Mean 1

As shown at Table 13 is the mean, mode & Std. Deviation of another four job satisfaction factors. Most of the participants agree that they have work-life balance, but the average of them show neutral with that. Most of the participants agree that they are satisfied with their income, but the average of them show neutral with that. Most of the participants agree that they have good work environment, but the average of them show neutral with that. Most of the participants agree that they recommend their company, but the average of them show neutral with that.

	S. Balance	S. Income	S. Environment	S. Recommend
Mean	3.4128	3.4302	3.9767	3.8140
Mode	4.00	4.00	4.00	4.00
Std. Deviation	1.18394	1.10861	.91097	1.06526

Table 13 Job Satisfaction Mean 2

As shown at Table 14 is the mean, mode & Std. Deviation of four resignation reasons. Both the average and the most of the participants show disagree to leave their job for a better position. Both the average and the most of the participants show disagree to leave their job for a better work environment. Most of the participants agree to leave their job for better grow opportunity, but the average of them show neutral with that. Most of the participants agree to leave their job for better income, but the average of them show disagree with that

	R. Position	R. Environment	R. Grow	R. Income
Mean	2.7965	2.6977	3.0291	2.9419
Mode	2.00	2.00	4.00	4.00
Std. Deviation	1.33745	1.28936	1.29519	1.37100

Table 14 Resignation Reasons Mean

As shown at Table 4-15 is the mean, mode & Std. Deviation of resignation plan, job apply and job shift. Most of the participants strongly disagree that they are planning to leave their, but the average of them show disagree with that. Most of the participants strongly disagree that they applied for another job, but the average of them show disagree with that. Most of the participants strongly disagree that they will leave their sector, but the average of them show disagree with that.

	Resign	Job Apply	Job Shift
Mean	2.5174	2.0640	2.3547
Mode	1.00	1.00	1.00
Std. Deviation	1.29540	1.20984	1.23631

Table 15 Resignation plan, Job Apply & Job Shift Mean

Mean By Gender

As shown at Table 16 is the mean & Std. Deviation of each personal information by gender. Both gender shows that the average experience of the participants was 2-5 years. The average of the male participants company size was less than 5 employees, in the other hand the average female participants was between 5-9 employees. The average of both gender participants income between 500\$-999\$. The average of both gender participants has diploma degree or above.

Gender		Experience	Company Size	Income	Degree
Male	Mean	3.8537	1.6992	2.7154	3.5772
	Std. Deviation	1.12849	.94031	1.35816	.94962
Female	Mean	3.1837	2.1224	2.1429	3.7959
	Std. Deviation	1.14879	.92720	.86603	.53927

Table 16 Personal Information Mean by Gender

As shown at Table 17 is the mean and Std. Deviation of four job satisfaction factors by gender. The average of both gender participants show agree that they feel appreciated. The average of both gender participants show agree that they have good communication with their managers. The average of both gender participants show agree that they have the resources that they need. The average male participants show neutral that they have the opportunity to grow, in the other hand the average female participants agree with that.

Gender		S. Appreciated	S. Manager	S. Resources	S. Grow
Male	Mean	4.1301	4.2276	4.3659	3.9593
	Std. Deviation	.87740	.90366	.71596	1.05891
Female	Mean	4.2857	4.2857	4.5306	4.1020
	Std. Deviation	.76376	.93541	.54398	.94085

Table 17 Job Satisfaction Mean by Gender 1

As shown at Table 18 is the mean and Std. Deviation of another four job satisfaction factors by gender. The average of both gender participants shows neutral that they have work-life balance. The average of both gender participants shows neutral that they are satisfied with their income. The male participants show neutral that they have good work environment, in the other hand female participants agree with that. The average of both gender participants shows neutral that they recommend their company.

Gender		S. Balance	S. Income	S. Environment	S. Recommend
Male	Mean	3.4309	3.5285	3.8943	3.7805
	Std. Deviation	1.14578	1.09638	.95654	1.07533
Female	Mean	3.3673	3.1837	4.1837	3.8980
	Std. Deviation	1.28604	1.11193	.75480	1.04572

Table 18 Job Satisfaction Mean by Gender 2

As shown at Table 19 is the mean and Std. Deviation of four resignation reasons by gender. The average of both gender participants shows disagree to leave their job for a better position. The average of both gender participants shows disagree to leave their job for a better work environment. The average male participants show neutral to leave their job for better grow opportunity, in the other hand the average female participants show agree with that. The average male participants show neutral to leave their job for better income, in the other hand the average female participants show agree with that.

Gender		R. Position	R. Environment	R. Grow	R. Income
Male	Mean	2.8943	2.7805	3.1382	3.0407
	Std. Deviation	1.36594	1.30909	1.29517	1.35137
Female	Mean	2.5510	2.4898	2.7551	2.6939
	Std. Deviation	1.24267	1.22683	1.26706	1.40244

Table 19 Resignation Reasons Mean by Gender

As shown at Table 20 is the mean and Std. Deviation of resignation plan, job apply and job shift. The average of both gender participants shows disagree that they are planning to leave their company. The average male participants show disagree that they applied for another job, in the other hand the average female participants strongly disagree with that. The average of both gender participants shows disagree that they will leave their sector.

Gender		Resign	Job Apply	Job Shift
Male	Mean	2.5691	2.1545	2.4309
	Std. Deviation	1.31873	1.28696	1.26803
Female	Mean	2.3878	1.8367	2.1633
	Std. Deviation	1.23855	.96495	1.14286

Table 20 Resignation plan, Job Apply & Job Shift Mean by Gender

Mean By Experience

As shown at Table 21 is the mean & Std. Deviation of each personal information by experience. The average of the participants whatever their experiences is male. The average of the participants whatever their experiences company size was less than 5 employees, except the participants which have more than 10 years experiences company size is between 5-9 employees. The average participants who have less than 2 years experiences has income less than 500\$, in the other hand the average participants who have from 2-10 years' experience income is 500\$-999\$, finally the average participants who have more than 10 years' experience has income of 1,000\$-1,499\$. The average of the participants whatever their experiences have diploma degree or more.

Experience		Gender	Company Size	Income	Degree
less than a year	Mean	1.3000	1.7000	1.1000	3.8000
	Std. Deviation	.48305	.94868	.31623	.78881
from 1-2 years	Mean	1.5500	1.5000	1.8500	3.4500
	Std. Deviation	.51042	.76089	.67082	.88704
from 2-5 years	Mean	1.4722	1.9167	2.1389	3.6667
	Std. Deviation	.50631	.99642	.86694	.82808
from 5-10 years	Mean	1.1724	1.6379	2.9138	3.6379
	Std. Deviation	.38104	.78803	1.23238	.91188
More than 10 years	Mean	1.1667	2.1250	3.0208	3.6667
	Std. Deviation	.37662	1.10367	1.42156	.83369

Table 21 Personal Information by Experience

As shown at Table 22 is the mean and Std. Deviation of four job satisfaction factors by gender. The average of the participants whatever their experiences show agree that they feel appreciated. The average of the participants whatever their experiences show agree that they have good communication with their managers. The average of the participants whatever their experiences show agree that they have the resources that they need. The average of participants who have less than 2 years' experience show neutral that they have the opportunity to grow, in the other hand the average participants who have more than 2 years' experience agree with that.

Experience		S. Appreciated	S. Manager	S. Resources	S. Grow
less than a year	Mean	4	4.3	4.6	3.5
	Std. Deviation	0.66667	0.94868	0.5164	0.84984
from 1-2 years	Mean	4.05	4.1	4.4	3.8
	Std. Deviation	1.14593	1.07115	0.68056	1.23969
from 2-5 years	Mean	4.1667	4.1111	4.4167	4
	Std. Deviation	0.87831	1.08963	0.80623	1.19523
from 5-10 years	Mean	4.2241	4.3966	4.3966	4.1034
	Std. Deviation	0.77331	0.69936	0.61955	0.93075
More than 10 years	Mean	4.2083	4.2083	4.3958	4.0625
	Std. Deviation	0.82406	0.92157	0.67602	0.93185

Table22 Job Satisfaction Mean by Experience 1

As shown at Table 23 is the mean and Std. Deviation of another four job satisfaction factors by experience. The average of the participants whatever their experiences show neutral that they have work-life balance. The average of participants who have less than 2 years' experience shows disagree that they are satisfied with their income, in the other hand the average participants who have more than 2 years' experience show neutral with that. The average of the participants whatever their experiences agree that they have good work environment, except the participants who have 1-2 years of experience or more than 10 years of experience show neutral with that. The average of the participants whatever their experiences neutral that they recommend their company.

Experience		S. Balance	S. Income	S. Environment	S. Recommend
less than a year	Mean	3.2000	2.9000	4.2000	3.9000
	Std. Deviation	1.03280	.73786	.63246	.73786
from 1-2 years	Mean	3.4500	2.8500	3.8500	3.5500
	Std. Deviation	1.50350	1.22582	1.13671	1.19097
from 2-5 years	Mean	3.3333	3.3056	4.0556	3.8611
	Std. Deviation	1.28730	1.16667	.95452	.96074
from 5-10 years	Mean	3.4828	3.7069	4.0862	3.9310
	Std. Deviation	1.03010	1.02613	.84364	1.18265
More than 10 years	Mean	3.4167	3.5417	3.7917	3.7292
	Std. Deviation	1.19988	1.07106	.89819	1.00508

Table23 Job Satisfaction Mean by Experience 2

As shown at Table 24 is the mean and Std. Deviation of four resignation reasons by experience. The average of the participants whatever their experiences show disagree to leave their job for a better position, except the participants has less than 1 year experience or 2-5 years of experience show neutral with that. The average of the participants whatever their experiences show disagree to leave their job for a better work environment, except the participants who have 2-5 years of experience show neutral with that. The average of the participants whatever their experiences show neutral to leave their job for better grow opportunity, except the participants who has less than 1 year of experience or who have 2-5 years of experience show disagree with that. The average of the participants whatever their experiences show neutral to leave their job for better income, except the participants who has 5-10 years of experience show disagree with that.

Experience		R. Position	R. Environment	R. Grow	R. Income
less than a year	Mean	3.0000	2.4000	2.9000	3.1000
	Std. Deviation	1.24722	1.17379	1.19722	.87560
from 1-2 years	Mean	2.7000	2.7500	3.2500	3.2000
	Std. Deviation	1.21828	1.20852	1.25132	1.43637
from 2-5 years	Mean	3.0278	3.0278	3.0833	3.0000
	Std. Deviation	1.27584	1.31987	1.18019	1.24212
from 5-10 years	Mean	2.5690	2.4138	2.8966	2.5862
	Std. Deviation	1.40316	1.25704	1.41036	1.41464
More than 10 years	Mean	2.8958	2.8333	3.0833	3.1875
	Std. Deviation	1.37206	1.32622	1.30194	1.42405

Table 24 Resignation Reason Mean by Experience

As shown at Table 25 is the mean and Std. Deviation of resignation plan, job apply and job shift by Experience. The average of the participants whatever their experiences show disagree that they are planning to leave their company, except who has less than 1-year experiences show strongly disagree with that. The average of the participants whatever their experiences show disagree that they applied for another job. The average of the participants whatever their experiences show neutral that they will leave their sector, except who have experience of 1-5 years show disagree with that.

Experience		Resign	Job Apply	Job Shift
less than a year	Mean	1.9000	2.5000	3.2000
	Std. Deviation	.99443	.97183	1.75119
from 1-2 years	Mean	2.5500	2.4000	2.6500
	Std. Deviation	1.35627	1.27321	1.49649
from 2-5 years	Mean	2.5556	2.2500	2.9167
	Std. Deviation	1.18187	1.07902	1.62788
from 5-10 years	Mean	2.5690	2.3103	3.0690
	Std. Deviation	1.36513	1.31399	1.65288
More than 10 years	Mean	2.5417	2.4375	3.3542
	Std. Deviation	1.33621	1.31935	1.52273

Table 25 Resignation plan, Job Apply & Job Shift Mean by Experience

Mean By Company Size

As shown at Table 26 is the mean & Std. Deviation of each personal information by company size. The average of the participants whatever their company size is male. The average of the participants whatever their company size has 2-5 years or experience, except the participants which their company size is more than 20 employees has 5-10 years of experience. The average of the participants whatever their company size has income of 500\$-999\$. The average of the participants whatever their company size has diploma degree or more.

Company Size		Gender	Experience	Income	Degree
less than 5 employees	Mean	1.1728	3.5185	2.3580	3.6296
	Std. Deviation	.38046	1.16309	1.18647	.82832
from 5-9 employees	Mean	1.3393	3.7143	2.7143	3.6964
	Std. Deviation	.47775	1.23162	1.30334	.76085
from 10-19 employees	Mean	1.6000	3.7500	2.7500	3.6500
	Std. Deviation	.50262	.85070	1.11803	.87509
More than 20 employees	Mean	1.2667	4.1333	2.7333	3.4667
	Std. Deviation	.45774	1.30201	1.62422	1.30201

Table 26 Personal Information Mean by Company Size

As shown at Table 27 is the mean and Std. Deviation of four job satisfaction factors by company size. The average of the participants which company size is less than 10 employees show agree that they feel appreciated, in the other hand the participants which their company size is more than 10 employees show neutral with that. The average of the participants whatever their company size show agree that they have good communication with their managers. The average of the participants whatever their company size show agree that they have the resources that they need. The average of the participants which company size is less than 10 employees show agree that they have the opportunity to grow, in the other hand the participants which their company size is more than 10 employees show neutral with that.

Company Size		S. Appreciated	S. Manager	S. Resources	S. Grow
less than 5 employees	Mean	4.2840	4.3210	4.4568	4.0494
	Std. Deviation	.74556	.84893	.61338	.97341
from 5-9 employees	Mean	4.2321	4.2679	4.4107	4.1250
	Std. Deviation	.91435	.88402	.65441	.95465
from 10-19 employees	Mean	3.8500	4.0000	4.1500	3.8500
	Std. Deviation	.74516	.97333	.93330	1.03999
More than 20 employees	Mean	3.8000	4.0667	4.5333	3.4667
	Std. Deviation	1.08233	1.22280	.63994	1.40746

Table 27 Job Satisfaction Mean by Company Size 1

As shown at Table 28 is the mean and Std. Deviation of another four job satisfaction factors by company size. The average of the participants whatever their company size shows neutral that they have work-life balance, except the participants which their company size is 10-19 employees shows disagree with that. The average of the participants whatever their company size shows neutral that they are satisfied with their income, except the participants which their company size is 10-19 employees shows disagree with that. The average of the participants which their company size is less than 10 employees agree that they have good work environment, in the other hand the participants which their company size is more than 10 employees show neutral with that. The average of the participants whatever their company size shows neutral that they recommend their company.

Company Size		S. Balance	S. Income	S. Environment	S. Recommend
less than 5 employees	Mean	3.6420	3.5062	4.0000	3.9630
	Std. Deviation	1.12148	1.11941	.83666	.91439
from 5-9 employees	Mean	3.3393	3.5536	4.0357	3.7857
	Std. Deviation	1.11644	1.00760	.87312	1.13961
from 10-19 employees	Mean	2.8500	2.9500	3.8500	3.6000
	Std. Deviation	1.13671	1.05006	.93330	1.04630
More than 20 employees	Mean	3.2000	3.2000	3.8000	3.4000
	Std. Deviation	1.56753	1.37321	1.37321	1.45406

Table 28 Job Satisfaction Mean by Company Size 2

As shown at Table 29 is the mean and Std. Deviation of four resignation reasons by company size. The average of the participants whatever their company size show disagree to leave their job for a better position, except the participants which their company size is more than 20 employee show neutral with that. The average of the participants whatever their company size show disagree to leave their job for a better work environment, except the participants which their company size is more than 20 employee show neutral with that. The average of the participants whatever their company size shows neutral to leave their job for a better opportunity to grow, except the participants which their company size is from 5-9 employee show disagree with that. The average of the participants whatever their company size shows neutral to leave their job for a better income, except the participants which their company size is from 5-19 employee show disagree with that.

Company Size		R. Position	R. Environment	R. Grow	R. Income
less than 5 employees	Mean	2.8765	2.7531	3.0988	3.0247
	Std. Deviation	1.38187	1.31844	1.33795	1.43157
from 5-9 employees	Mean	2.6964	2.5714	2.9107	2.7500
	Std. Deviation	1.34732	1.26286	1.31117	1.28275
from 10-19 employees	Mean	2.6000	2.5500	3.1000	2.9000
	Std. Deviation	1.14248	1.14593	1.11921	1.29371
More than 20 employees	Mean	3.0000	3.0667	3.0000	3.2667
	Std. Deviation	1.36277	1.43759	1.30931	1.48645

Table 29 Resignation Reason Mean by Company Size

As shown at Table 30 is the mean and Std. Deviation of resignation plan, job apply and job shift by company size. The average of the participants whatever their company size show disagree that they are planning to leave their company. The average of the participants whatever their company size show disagree that they applied for another job, except the participants which their company size is 5-19 employees show strongly disagree with that. The average of the participants whatever their company size show disagree that they will leave their sector.

Company Size		Resign	Job Apply	Job Shift
less than 5 employees	Mean	2.5679	2.1111	2.2346
	Std. Deviation	1.32229	1.17260	1.07554
from 5-9 employees	Mean	2.4464	1.9464	2.4286
	Std. Deviation	1.34732	1.28516	1.37321
from 10-19 employees	Mean	2.4000	1.9000	2.4000
	Std. Deviation	.94032	1.02084	1.27321
More than 20 employees	Mean	2.6667	2.4667	2.6667
	Std. Deviation	1.44749	1.35576	1.49603

Table 30 Resignation plan, Job Apply & Job Shift Mean by Company Size

Mean by Income

As shown at Table 31 is the mean & Std. Deviation of each personal information by income. The average of the participants whatever their income is male. The average of the participants who has less than 500\$ income has 1-2 years or experience, in the other hand the participants who has 500\$-1499\$ income has 2-5 years of experience, also the participants who has more than 1500\$ income has 5-10 years of experience. The average of the participants who whatever their income their company size is less than 5 employees, except the participants who has more than 1500\$ income their company size is 5-9 employees. The average of the participants whatever their income has diploma degree or more, except the participants who has more than 2,000\$ income has bachelor degree or more.

Income		Gender	Experience	Company Size	Degree
Less than 500\$	Mean	1.2903	2.6774	1.7419	3.2258
	Std. Deviation	.46141	1.44654	1.06357	1.17501
500\$ - 999\$	Mean	1.3784	3.6486	1.7432	3.7297
	Std. Deviation	.48829	1.06543	.89229	.64738
1,000\$ - 1,499\$	Mean	1.3030	3.8182	1.7879	3.4545
	Std. Deviation	.46669	.88227	.89294	.83258
1,500\$ - 1,999\$	Mean	1.0000	4.3333	2.2222	3.8889
	Std. Deviation	0.00000	.70711	.97183	.33333
More than 2,000\$	Mean	1.0800	4.4800	2.0400	4.0400
	Std. Deviation	.27689	.58595	1.05987	.88882

Table 31 Personal Information Mean by Income

As shown at Table 32 is the mean and Std. Deviation of four job satisfaction factors by income. The average of the participants whatever their income show agree that they feel appreciated, except the participants which their income is less than 500\$ show neutral with that. The average of the participants whatever their income show agree that they have good communication with their managers. The average of the participants whatever their income show agree that they have the resources that they need. The average of the participants whatever their income show agree that they have the opportunity to grow, except the participants which their income is less than 500\$ show neutral with that.

Income		S. Appreciated	S. Manager	S. Resources	S. Grow
Less than 500\$	Mean	3.9677	4.0968	4.1935	3.5806
	Std. Deviation	.91228	.94357	.94585	1.14816
500\$ - 999\$	Mean	4.2297	4.2838	4.5270	4.0541
	Std. Deviation	.88437	.92928	.57868	.99163
1,000\$ - 1,499\$	Mean	4.2424	4.1818	4.3636	4.0606
	Std. Deviation	.66287	.91701	.60302	1.05887
1,500\$ - 1,999\$	Mean	4.0000	4.2222	4.3333	4.0000
	Std. Deviation	.50000	.97183	.50000	1.00000
More than 2,000\$	Mean	4.2400	4.4000	4.4400	4.2800
	Std. Deviation	.96954	.81650	.65064	.84261

Table 32 Job Satisfaction Mean by Income 1

As shown at Table 33 is the mean and Std. Deviation of another four job satisfaction factors by income. The average of the participants whatever their income shows neutral that they have work-life balance. The average of the participants who has less than 500\$ income shows disagree that they are satisfied with their income, in the other hand the participants who their income is 500\$-1,999\$ shows neutral with that, but the participants who their income more than 2,000\$ shows agree with that. The average of the participants whatever their income is show agree that they have good work environment, except the participants who has income less than 500\$ or 1,000\$-1,499\$ show neutral with that. The average of the participants whatever their income shows neutral that they recommend their company, except the participants who has more than 1,500\$ income show agree with that.

Income		S. Balance	S. Income	S. Environment	S. Recommend
Less than 500\$	Mean	3.3226	2.9032	3.9677	3.7742
	Std. Deviation	1.37567	1.07563	1.11007	1.02338
500\$ - 999\$	Mean	3.3784	3.2297	4.0135	3.6351
	Std. Deviation	1.21297	1.10475	.86789	1.11741
1,000\$ - 1,499\$	Mean	3.4545	3.7576	3.8485	3.9697
	Std. Deviation	1.17502	1.03169	.90558	1.10354
1,500\$ - 1,999\$	Mean	3.1111	3.4444	4.0000	4.0000
	Std. Deviation	.60093	1.13039	.50000	.70711
More than 2,000\$	Mean	3.6800	4.2400	4.0400	4.1200
	Std. Deviation	1.02956	.66332	.93452	.97125

Table 33 Job Satisfaction Mean by Income 2

As shown at Table 34 is the mean and Std. Deviation of four resignation reasons by income. The average of the participants who has less than 500\$ income show neutral to leave their job for a better position, on the other hand the participants who has income of 500\$-1,499\$ or more than 2,000\$ show disagree with that, but the participants who has income of 1,500\$-1,999\$ show strongly disagree to that. The average of the participants who has less than 500\$ income show neutral to leave their job for a better work environment, on the other hand the participants who has income of 500\$-1,499\$ or more than 2,000\$ show disagree with that, but the participants who has income of 1,500\$-1,999\$ show strongly disagree to that. The average of the participants who has less than 500\$ income or more than 2,000\$ income show neutral to leave their job for a better opportunity to grow, on the other hand the participants who has income of 500\$-1,999\$ show disagree with that. The average of the participants whatever their income shows disagree to leave their job for a better income, except the participants who has less than 500\$ income show neutral with that.

Income		R. Position	R. Environment	R. Grow	R. Income
Less than 500\$	Mean	3.3226	3.1935	3.4839	3.5806
	Std. Deviation	1.27507	1.27591	1.12163	1.08855
500\$ - 999\$	Mean	2.7568	2.7162	2.9730	2.8919
	Std. Deviation	1.26935	1.17649	1.23835	1.33003
1,000\$ - 1,499\$	Mean	2.7879	2.5758	2.8182	2.6667
	Std. Deviation	1.36376	1.34699	1.30993	1.33853
1,500\$ - 1,999\$	Mean	1.8889	1.7778	2.4444	2.6667
	Std. Deviation	.78174	.83333	1.13039	1.41421
More than 2,000\$	Mean	2.6000	2.5200	3.1200	2.7600
	Std. Deviation	1.55456	1.50333	1.58955	1.66533

Table 34 Resignation Reason Mean by Income

As shown at Table 35 is the mean and Std. Deviation of resignation plan, job apply and job shift by income. The average of the participants whatever their income show disagree that they are planning to leave their company. The average of the participants whatever their income show disagree that they applied for another job, except the participants who has more than 1,500\$ income show strongly disagree with that. The average of the participants whatever their income show disagree that they will leave their sector.

Income		Resign	Job Apply	Job Shift
Less than 500\$	Mean	2.6774	2.1613	2.5806
	Std. Deviation	1.30095	1.18594	1.14816
500\$ - 999\$	Mean	2.4595	2.0676	2.2703
	Std. Deviation	1.21846	1.15071	1.20839
1,000\$ - 1,499\$	Mean	2.8788	2.2424	2.3636
	Std. Deviation	1.34065	1.34699	1.14067
1,500\$ - 1,999\$	Mean	2.0000	1.6667	2.3333
	Std. Deviation	1.22474	1.00000	1.41421
More than 2,000\$	Mean	2.2000	1.8400	2.3200
	Std. Deviation	1.41421	1.31276	1.51987

Table 35 Resignation plan, Job Apply & Job Shift Mean by Income

Mean By Degree

As shown at Table 36 is the mean & Std. Deviation of each personal information by degree. The average of the participants whatever their degree is male. The average of the participants whatever their degree has 2-5 years or experience, except the participants who has master degree or more has 5-10 years of experience. The average of the participants whatever their degree their company size is less than 5 employees, except the participants who no degree or master degree their company size is 5-9 employees. The average of the participants who has no degree has less than 500\$, in the other hand the participants who has more than high school degree to bachelor degree or PHD has 500\$-999\$ income, but the participants who has master degree has 1,500-1,999\$ income.

Degree		Gender	Experience	Company Size	Income
I have never graduated from high school	Mean	1.0000	3.5714	2.4286	1.8571
	Std. Deviation	0.00000	.97590	1.27242	1.57359
Finished High School	Mean	1.0909	3.6364	1.7273	2.4545
	Std. Deviation	.30151	1.43337	1.00905	1.12815
Diploma Degree	Mean	1.3448	3.7586	1.7241	2.1034
	Std. Deviation	.48373	1.15434	1.03152	.77205
Bachelor Degree	Mean	1.3103	3.6207	1.7759	2.6121
	Std. Deviation	.46464	1.16212	.85553	1.24950
Master Degree	Mean	1.2500	4.0000	2.5000	4.1250
	Std. Deviation	.46291	1.41421	1.41421	1.64208
PHD Degree	Mean	1.0000	4.0000	1.0000	2.0000
	Std. Deviation				

Table 36 Personal Information Mean by Degree

As shown at Table 37 is the mean and Std. Deviation of four job satisfaction factors by degree. The average of the participants who has no degree show neutral that they feel appreciated, on the other hand the participants who has high school degree to master degree show agree with that, but participants who has PHD strongly agree with that. The average of the participants who has no degree show neutral that they feel has good communication with the manager, on the other hand the participants who has high school degree to master degree show agree with that, but participants who has PHD strongly agree with that. The average of the participants who has no degree show neutral that they have the resources that they need, on the other hand the participants who has high school degree to master degree show agree with that, but participants who has PHD strongly agree with that. The average of the participants whatever their degree show agree that they have the opportunity to grow, except the participants who has no degree or master degree show neutral with that.

Degree		S. Appreciated	S. Manager	S. Resources	S. Grow
I have never graduated from high school	Mean	3.7143	3.4286	3.7143	3.1429
	Std. Deviation	1.11270	1.27242	1.38013	1.57359
Finished High School	Mean	4.4545	4.3636	4.2727	4.1818
	Std. Deviation	.52223	.92442	1.00905	1.16775
Diploma Degree	Mean	4.1724	4.1724	4.5172	4.0000
	Std. Deviation	.60172	.84806	.57450	.96362
Bachelor Degree	Mean	4.1810	4.2759	4.4224	4.0431
	Std. Deviation	.86073	.90011	.59199	.99032
Master Degree	Mean	4.0000	4.5000	4.6250	3.8750
	Std. Deviation	1.41421	.75593	.51755	.99103
PHD Degree	Mean	5.0000	5.0000	5.0000	4.0000
	Std. Deviation				

Table 37 Job Satisfaction Mean by Degree 1

As shown at Table 38 is the mean and Std. Deviation of another four job satisfaction factors by degree. The average of the participants whatever their degree shows neutral that they have work-life balance, except the participants who has PHD Degree strongly agree with that. The average of the participants whatever their degree shows neutral that they are satisfied with their income, except the participants who has PHD Degree agree with that. The average of the participants whatever their degree is show neutral that they have good work environment, except the participants who has high school, master degree or PHD show agree with that. The average of the participants whatever their degree shows neutral that they recommend their company, except the participants who has master degree or PHD show agree with that.

Degree		S. Balance	S. Income	S. Environment	S. Recommend
I have never graduated from high school	Mean	3.7143	3.1429	3.5714	3.8571
	Std. Deviation	1.60357	1.34519	1.81265	1.34519
Finished High School	Mean	3.5455	3.3636	4.0000	3.4545
	Std. Deviation	1.03573	1.43337	.89443	1.21356
Diploma Degree	Mean	3.6207	3.3448	3.9310	3.9310
	Std. Deviation	1.29322	1.00980	.88362	.96106
Bachelor Degree	Mean	3.3448	3.4397	3.9828	3.7759
	Std. Deviation	1.13523	1.10563	.86460	1.08015
Master Degree	Mean	3.0000	3.8750	4.3750	4.3750
	Std. Deviation	1.30931	.99103	.74402	.74402
PHD Degree	Mean	5.0000	4.0000	4.0000	4.0000
	Std. Deviation				

Table 38 Job Satisfaction Mean by Degree 2

As shown at Table 39 is the mean and Std. Deviation of four resignation reasons by degree. The average of the participants who has no degree, high school degree, bachelor degree or master degree show disagree to leave their job for a better position, on the other hand the participants who has diploma show neutral with that, but the participants who has PHD show strongly disagree to that. The average of the participants who has no degree show neutral to leave their job for a better work environment, on the other hand the participants who has high school degree – master degree show disagree with that, but the participants who has PHD show strongly disagree to that. The average of the participants who has no degree, diploma degree or master show neutral to leave their job for a better opportunity to grow, on the other hand the participants who has high school degree or bachelor show disagree with that, but the participants who has PHD show strongly disagree to that. The average of the participants who has no degree or diploma degree neutral to leave their job for a better income, on the other hand the participants who has high school degree, bachelor degree or master degree show disagree with that, but the participants who has PHD show strongly disagree to that.

Degree		R. Position	R. Environment	R. Grow	R. Income
I have never graduated from high school	Mean	2.8571	3.0000	3.1429	3.0000
	Std. Deviation	1.57359	1.52753	1.21499	1.15470
Finished High School	Mean	2.8182	2.8182	2.9091	2.6364
	Std. Deviation	1.32802	1.25045	1.30035	1.43337
Diploma Degree	Mean	3.0690	2.9310	3.1724	3.4483
	Std. Deviation	1.36096	1.33446	1.22675	1.21262
Bachelor Degree	Mean	2.7672	2.6466	2.9828	2.9052
	Std. Deviation	1.33422	1.27350	1.32523	1.39551
Master Degree	Mean	2.3750	2.3750	3.5000	2.2500
	Std. Deviation	1.18773	1.30247	1.19523	1.28174
PHD Degree	Mean	1.0000	1.0000	1.0000	1.0000
	Std. Deviation				

Table39 Resignation reasons Mean by Degree

As shown at Table 40 is the mean and Std. Deviation of resignation plan, job apply and job shift by degree. The average of the participants whatever their degree show disagree that they are planning to leave their company, except the participants who has no degree or PHD show strongly disagree. The average of the participants whatever their degree show disagree that they applied for another job, except the participants who has high school degree or master degree show strongly disagree with that. The average of the participants whatever their degree show disagree that they will leave their sector, except the participants who has high school degree or PHD show strongly disagree with that.

Degree		Resign	Job Apply	Job Shift
I have never graduated from high school	Mean	2.8571	2.4286	2.8571
	Std. Deviation	1.57359	1.13389	1.06904
Finished High School	Mean	1.9091	1.4545	1.6364
	Std. Deviation	1.22103	.68755	.80904
Diploma Degree	Mean	2.6552	2.3793	2.5517
	Std. Deviation	1.26140	1.26530	1.24172
Bachelor Degree	Mean	2.5345	2.0431	2.3534
	Std. Deviation	1.28151	1.23283	1.25977
Master Degree	Mean	2.5000	1.7500	2.3750
	Std. Deviation	1.51186	1.16496	1.30247
PHD Degree	Mean	1.0000	2.0000	1.0000
	Std. Deviation			

Table40 Resignation plan, Job Apply & Job Shift Mean by Degree

Mean By Appreciation Satisfaction

As shown at Table 41 is the mean and Std. Deviation of four resignation reasons by S. Appreciated. The average of the participants who strongly disagree and neutral with S. Appreciated show neutral to leave their job for a better position, on the other hand the participants who disagree to S. Appreciated show agree to that, but the participants who agree and strongly agree show disagree to that. The average of all the participants neutral to leave their job for a better work environment, except the participants who strongly agree to S. Appreciated show disagree with that. The average of all the participants neutral show neutral to leave their job for a better opportunity to grow, except the participants who strongly agree to S. Appreciated show disagree with that. The average of the participants who strongly agree with S. Appreciated show neutral to leave their job for a better income, on the other hand the participants who disagree with S. Appreciated show agree with that, but the participants who neutral or agree with S. Appreciated show disagree with that, and finally the participants who strongly agree with S. Appreciated show strongly disagree with that.

S. Appreciated		R. Position	R. Environment	R. Grow	R. Income
Strongly Disagree	Mean	3.2500	3.2500	3.0000	3.5000
	Std. Deviation	1.70783	1.70783	1.82574	1.73205
Disagree	Mean	4.6667	3.6667	3.3333	4.0000
	Std. Deviation	.57735	1.52753	2.08167	1.00000
Neutral	Mean	3.3125	3.8750	3.6875	2.4375
	Std. Deviation	1.19548	1.08781	1.35247	1.41274
Agree	Mean	2.8235	3.2471	3.2118	2.2000
	Std. Deviation	1.15652	1.13290	1.19617	1.18322
Strongly Agree	Mean	2.2500	2.4844	2.3750	1.6094
	Std. Deviation	1.30931	1.33324	1.37437	.93634

Table 41 Resignation reasons Mean by S. Appreciated

As shown at Table 42 is the mean and Std. Deviation of resignation plan, job apply and job shift by S. Appreciated. The average of the participants who strongly disagree or neutral to S. Appreciated show neutral disagree that they are planning to leave their company, on the other hand the participants who disagree with S. Appreciated show agree to that, but the participants who agree or strongly disagree with S. Appreciated show disagree with that. The average of the participants who strongly disagree, neutral or agree with S. Appreciated show disagree that they applied for another job, on the other hand, the participants who disagree with S. Appreciated show neutral with that, but the participants who strongly agree with S. Appreciated show strongly disagree with that. The average of the participants who strongly disagree or neutral to S. Appreciated show neutral to that they will leave their sector, on the other hand the participants who disagree to S. Appreciated show agree with that, but the participants who agree or strongly agree to S. Appreciated show disagree with that.

S. Appreciated		Resign	Job Apply	Job Shift
Strongly Disagree	Mean	3.2500	2.7500	3.0000
	Std. Deviation	1.70783	1.25831	1.63299
Disagree	Mean	4.0000	3.0000	4.3333
	Std. Deviation	1.00000	2.00000	.57735
Neutral	Mean	3.7500	2.9375	3.3125
	Std. Deviation	1.29099	1.06262	1.01448
Agree	Mean	2.8941	2.5529	2.5882
	Std. Deviation	1.15494	1.21993	1.10512
Strongly Agree	Mean	2.3438	1.8906	2.1094
	Std. Deviation	1.40542	1.14250	1.42670

Table 42 Resignation plan, Job Apply & Job Shift Mean by S. Appreciated

Mean By Manager Satisfaction

As shown at Table 43 is the mean and Std. Deviation of four resignation reasons by S. Manager. The average of all the participants shows neutral to leave their job for a better position, except the participants who agree or strongly agree to S. Manager show disagree to that. The average of all the participants neutral to leave their job for a better work environment, except the participants who strongly agree to S. Manager show disagree with that. The average of all the participants neutral show neutral to leave their job for a better opportunity to grow, except the participants who strongly agree or strongly disagree to S. Manager show disagree with that. The average of the participants who strongly disagree with S. Manager show agree to leave their job for a better income, on the other hand the participants who disagree or neutral or agree with S. Manager show disagree with that, but the participants who strongly agree with S. Manager show strongly disagree with that.

S. Manager		R. Position	R. Environment	R. Grow	R. Income
Strongly Disagree	Mean	3.3333	3.0000	2.0000	4.0000
	Std. Deviation	2.08167	1.73205	1.73205	1.00000
Disagree	Mean	3.1111	3.4444	3.6667	2.4444
	Std. Deviation	1.36423	1.01379	1.11803	1.23603
Neutral	Mean	3.3000	3.3000	3.3000	2.9000
	Std. Deviation	1.49443	1.33749	1.70294	1.52388
Agree	Mean	2.8732	3.3239	3.1690	2.3944
	Std. Deviation	1.17022	1.21625	1.20696	1.21278
Strongly Agree	Mean	2.3924	2.6835	2.6456	1.5443
	Std. Deviation	1.28520	1.31602	1.42359	.90295

Table 43 Resignation plan, Job Apply & Job Shift Mean by S. Manager

As shown at Table 44 is the mean and Std. Deviation of resignation plan, job apply and job shift by S. Manager. The average of all the participants shows neutral that they are planning to leave their company, except the participants who strongly agree with S. Manager show disagree to that. The average of all the participants who show disagree that they applied for another job, except the participants who strongly disagree with S. Manager show neutral with that. The average of all the participants show disagree to that they will leave their sector, on the other hand the participants who disagree or neutral to S. Manager show neutral with that.

S. Manager		Resign	Job Apply	Job Shift
Strongly Disagree	Mean	3.0000	3.3333	2.0000
	Std. Deviation	1.73205	.57735	1.00000
Disagree	Mean	3.3333	2.8889	3.0000
	Std. Deviation	1.32288	1.36423	1.32288
Neutral	Mean	3.6000	2.4000	3.6000
	Std. Deviation	1.34990	1.34990	.96609
Agree	Mean	3.0000	2.6197	2.7183
	Std. Deviation	1.21890	1.23481	1.14870
Strongly Agree	Mean	2.4430	2.0127	2.1646
	Std. Deviation	1.35634	1.14907	1.35335

Table 44 Resignation plan, Job Apply & Job Shift Mean by S. Manager

Mean By Resources Satisfaction

As shown at Table 45 is the mean and Std. Deviation of four resignation reasons by S. Resources. The average of the participants who strongly disagree to S. Resources shows strongly disagree to leave their job for a better position, on the other hand the participants who disagree or neutral to S. Resources show neutral to that, but the participants who agree and strongly agree to S. Resources show disagree to that. The average of all the participants neutral to leave their job for a better work environment, except the participants who strongly agree to S. Resources show disagree with that. The average of all the participants neutral show neutral to leave their job for a better opportunity to grow, except the participants who strongly agree or strongly disagree to S. Resources show disagree with that. The average of the participants who strongly disagree with S. Resources show agree to leave their job for a better income, on the other hand the participants who disagree or neutral or agree with S. Resources show disagree with that, but the participants who strongly agree with S. Resources show strongly disagree with that.

S. Resources		R. Position	R. Environment	R. Grow	R. Income
Strongly Disagree	Mean	1.0000	2.0000	2.0000	1.0000
	Std. Deviation				
Disagree	Mean	3.0000	4.0000	4.0000	2.0000
	Std. Deviation				
Neutral	Mean	3.2222	3.5556	3.7778	2.7778
	Std. Deviation	1.39443	1.58990	1.64148	1.39443
Agree	Mean	2.9342	3.2763	3.0921	2.3553
	Std. Deviation	1.13532	1.04050	1.17958	1.20780
Strongly Agree	Mean	2.4471	2.7529	2.7176	1.7412
	Std. Deviation	1.36718	1.42182	1.46882	1.11433

Table 45 Resignation plan, Job Apply & Job Shift Mean by S. Resources

As shown at Table 46 is the mean and Std. Deviation of resignation plan, job apply and job shift by S. Resources. The average of all the participants shows neutral that they are planning to leave their company, except the participants who strongly agree with S. Resources show disagree to that. The average of all the participants who show disagree that they applied for another job, except the participants who strongly disagree with S. Resources show neutral with that. The average of all the participants show disagree to that they will leave their sector, on the other hand the participants who disagree or neutral to S. Resources show neutral with that.

S. Resources		Resign	Job Apply	Job Shift
Strongly Disagree	Mean	1.0000	1.0000	2.0000
	Std. Deviation			
Disagree	Mean	4.0000	3.0000	3.0000
	Std. Deviation			
Neutral	Mean	3.1111	2.4444	3.0000
	Std. Deviation	1.53659	1.01379	1.50000
Agree	Mean	3.0000	2.7237	2.8816
	Std. Deviation	1.15470	1.21763	1.17720
Strongly Agree	Mean	2.5882	2.0235	2.1412
	Std. Deviation	1.44168	1.19499	1.29240

Table 46 Resignation plan, Job Apply & Job Shift Mean by S. Resources

Mean By Grow Opportunity Satisfaction

As shown at Table 47 is the mean and Std. Deviation of four resignation reasons by S. Grow. The average of the participants who strongly disagree to S. Grow shows strongly disagree to leave their job for a better position, on the other hand the participants who disagree or neutral to S. Grow show neutral to that, but the participants who agree and strongly agree to S. Grow show disagree to that. The average of all the participants neutral to leave their job for a better work environment, except the participants who strongly agree to S. Grow show disagree with that. The average of all the participants neutral show neutral to leave their job for a better opportunity to grow, except the participants who strongly agree or strongly disagree to S. Grow show disagree with that. The average of the participants who strongly disagree with S. Grow show agree to leave their job for a better income, on the other hand the participants who disagree or neutral or agree with S. Grow show disagree with that, but the participants who strongly agree with S. Grow show strongly disagree with that.

S. Grow		R. Position	R. Environment	R. Grow	R. Income
Strongly Disagree	Mean	3.6667	3.8333	3.6667	3.1667
	Std. Deviation	1.50555	1.60208	1.50555	1.83485
Disagree	Mean	3.6000	3.0000	3.4000	3.5000
	Std. Deviation	1.34990	1.49071	1.17379	1.17851
Neutral	Mean	3.1667	3.0000	3.4167	3.2500
	Std. Deviation	1.16718	1.06322	1.13890	1.35935
Agree	Mean	2.8286	2.8143	3.0714	3.0429
	Std. Deviation	1.12895	1.12021	1.12058	1.24453
Strongly Agree	Mean	2.4032	2.2903	2.7097	2.5968
	Std. Deviation	1.48721	1.38359	1.47534	1.45376

Table 47 Resignation plan, Job Apply & Job Shift Mean by S. Grow

As shown at Table 48 is the mean and Std. Deviation of resignation plan, job apply and job shift by S. Grow. The average of all the participants shows neutral that they are planning to leave their company, except the participants who strongly agree with S. Grow show disagree to that. The average of all the participants who show disagree that they applied for another job, except the participants who strongly disagree with S. Grow show neutral with that. The average of all the participants show disagree to that they will leave their sector, on the other hand the participants who disagree or neutral to S. Grow show neutral with that.

S. Grow		Resign	Job Apply	Job Shift
Strongly Disagree	Mean	3.3333	3.6667	3.1667
	Std. Deviation	1.63299	.81650	.40825
Disagree	Mean	3.1000	3.3000	3.0000
	Std. Deviation	.99443	1.49443	1.33333
Neutral	Mean	2.8750	1.7500	2.6250
	Std. Deviation	1.22696	1.11316	1.13492
Agree	Mean	2.5286	2.3143	2.5286
	Std. Deviation	1.17611	1.13626	1.15120
Strongly Agree	Mean	2.1935	1.5484	1.8710
	Std. Deviation	1.38893	.95261	1.26081

Table 48 Resignation plan, Job Apply & Job Shift Mean by S. Grow

Mean By Work-Life Balance Satisfaction

As shown at Table 49 is the mean and Std. Deviation of four resignation reasons by S. Balance. The average of the participants who strongly disagree to S. Balance shows strongly disagree to leave their job for a better position, on the other hand the participants who disagree or neutral to S. Balance show neutral to that, but the participants who agree and strongly agree to S. Balance show disagree to that. The average of all the participants neutral to leave their job for a better work environment, except the participants who strongly agree to S. Balance show disagree with that. The average of all the participants neutral show neutral to leave their job for a better opportunity to grow, except the participants who strongly agree or strongly disagree to S. Balance show disagree with that. The average of the participants who strongly disagree with S. Balance show agree to leave their job for a better income, on the other hand the participants who disagree or neutral or agree with S. Balance show disagree with that, but the participants who strongly agree with S. Balance show strongly disagree with that.

S. Balance		R. Position	R. Environment	R. Grow	R. Income
Strongly Disagree	Mean	3.4706	3.4118	3.5882	3.2353
	Std. Deviation	1.50489	1.54349	1.37199	1.71499
Disagree	Mean	2.9500	2.8500	3.5500	3.3000
	Std. Deviation	1.46808	1.22582	1.23438	1.45458
Neutral	Mean	2.7632	2.4211	2.8947	3.0263
	Std. Deviation	1.21776	1.15388	1.35147	1.32516
Agree	Mean	2.8551	2.8261	3.0290	3.0290
	Std. Deviation	1.20386	1.18764	1.18782	1.23635
Strongly Agree	Mean	2.1786	2.2143	2.5000	2.1786
	Std. Deviation	1.44154	1.39728	1.29099	1.27812

Table 49 Resignation plan, Job Apply & Job Shift Mean by S. Balance

As shown at Table 50 is the mean and Std. Deviation of resignation plan, job apply and job shift by S. Balance. The average of all the participants shows neutral that they are planning to leave their company, except the participants who strongly agree with S. Balance show disagree to that. The average of all the participants who show disagree that they applied for another job, except the participants who strongly disagree with S. Balance show neutral with that. The average of all the participants show disagree to that they will leave their sector, on the other hand the participants who disagree or neutral to S. Balance show neutral with that.

S. Balance		Resign	Job Apply	Job Shift
Strongly Disagree	Mean	3.0588	2.7059	3.0000
	Std. Deviation	1.08804	1.40378	1.27475
Disagree	Mean	2.7000	2.0500	2.8000
	Std. Deviation	1.30182	1.19097	1.15166
Neutral	Mean	2.1316	1.5789	2.1316
	Std. Deviation	1.18939	.91921	.93494
Agree	Mean	2.6087	2.2464	2.4058
	Std. Deviation	1.22735	1.20545	1.29840
Strongly Agree	Mean	2.3571	1.8929	1.8214
	Std. Deviation	1.59198	1.25725	1.24881

Table 50 Resignation plan, Job Apply & Job Shift Mean by S. Balance

Mean By Income Satisfaction

As shown at Table 51 is the mean and Std. Deviation of four resignation reasons by S. Income. The average of the participants who strongly disagree to S. Income shows strongly disagree to leave their job for a better position, on the other hand the participants who disagree or neutral to S. Income show neutral to that, but the participants who agree and strongly agree to S. Income show disagree to that. The average of all the participants neutral to leave their job for a better work environment, except the participants who strongly agree to S. Income show disagree with that. The average of all the participants neutral show neutral to leave their job for a better opportunity to grow, except the participants who strongly agree or strongly disagree to S. Income show disagree with that. The average of the participants who strongly disagree with S. Income show agree to leave their job for a better income, on the other hand the participants who disagree or neutral or agree with S. Income show disagree with that, but the participants who strongly agree with S. Income show strongly disagree with that.

S. Income		R. Position	R. Environment	R. Grow	R. Income
Strongly Disagree	Mean	3.7143	3.7857	3.7143	3.6429
	Std. Deviation	1.32599	1.36880	1.32599	1.78054
Disagree	Mean	3.7778	3.3889	3.9444	4.0556
	Std. Deviation	1.11437	1.03690	.87260	.99836
Neutral	Mean	2.7045	2.5000	3.0455	3.0682
	Std. Deviation	1.11187	1.06749	1.16048	1.04320
Agree	Mean	2.5833	2.5694	2.7500	2.6944
	Std. Deviation	1.21898	1.18472	1.23048	1.28522
Strongly Agree	Mean	2.3333	2.2917	2.7500	2.2083
	Std. Deviation	1.68540	1.62799	1.56733	1.50302

Table 51 Resignation plan, Job Apply & Job Shift Mean by S. Income

As shown at Table 52 is the mean and Std. Deviation of resignation plan, job apply and job shift by S. Income. The average of all the participants shows neutral that they are planning to leave their company, except the participants who strongly agree with S. Income show disagree to that. The average of all the participants who show disagree that they applied for another job, except the participants who strongly disagree with S. Income show neutral with that. The average of all the participants show disagree to that they will leave their sector, on the other hand the participants who disagree or neutral to S. Income show neutral with that.

S. Income		Resign	Job Apply	Job Shift
Strongly Disagree	Mean	2.7143	2.3571	2.5000
	Std. Deviation	1.63747	1.59842	1.34450
Disagree	Mean	3.5000	2.2222	2.8333
	Std. Deviation	.70711	1.06027	1.15045
Neutral	Mean	2.2500	2.0455	2.3182
	Std. Deviation	1.01443	1.18035	1.09487
Agree	Mean	2.4028	2.0694	2.3333
	Std. Deviation	1.26335	1.14235	1.23334
Strongly Agree	Mean	2.5000	1.7917	2.0417
	Std. Deviation	1.66812	1.35066	1.45898

Table 52 Resignation plan, Job Apply & Job Shift Mean by S. Income

Mean By Work Environment Satisfaction

As shown at Table 53 is the mean and Std. Deviation of four resignation reasons by S. Environment. The average of the participants who strongly disagree to S. Environment shows strongly disagree to leave their job for a better position, on the other hand the participants who disagree or neutral to S. Environment show neutral to that, but the participants who agree and strongly agree to S. Environment show disagree to that. The average of all the participants neutral to leave their job for a better work environment, except the participants who strongly agree to S. Environment show disagree with that. The average of all the participants neutral show neutral to leave their job for a better opportunity to grow, except the participants who strongly agree or strongly disagree to S. Environment show disagree with that. The average of the participants who strongly disagree with S. Environment show agree to leave their job for a better income, on the other hand the participants who disagree or neutral or agree with S. Manager show disagree with that, but the participants who strongly agree with S. Environment show strongly disagree with that.

S. Environment		R. Position	R. Environment	R. Grow	R. Income
Strongly Disagree	Mean	1.8000	1.8000	2.2000	2.0000
	Std. Deviation	1.78885	1.78885	1.64317	1.73205
Disagree	Mean	4.1250	4.2500	4.2500	4.3750
	Std. Deviation	.83452	.88641	.70711	.74402
Neutral	Mean	3.2632	3.3684	3.4737	3.3158
	Std. Deviation	.99119	.89508	.84119	1.37649
Agree	Mean	2.8830	2.6915	3.0319	3.0319
	Std. Deviation	1.26878	1.20060	1.23960	1.32350
Strongly Agree	Mean	2.3043	2.2609	2.7174	2.4565
	Std. Deviation	1.38033	1.30699	1.44011	1.27726

Table 53 Resignation plan, Job Apply & Job Shift Mean by S. Environment

As shown at Table 54 is the mean and Std. Deviation of resignation plan, job apply and job shift by S. Environment. The average of all the participants shows neutral that they are planning to leave their company, except the participants who strongly agree with S. Environment show disagree to that. The average of all the participants who show disagree that they applied for another job, except the participants who strongly disagree with S. Environment show neutral with that. The average of all the participants show disagree to that they will leave their sector, on the other hand the participants who disagree or neutral to S. Environment show neutral with that.

S. Environment		Resign	Job Apply	Job Shift
Strongly Disagree	Mean	2.0000	2.2000	2.0000
	Std. Deviation	1.73205	1.78885	1.41421
Disagree	Mean	3.5000	3.2500	3.3750
	Std. Deviation	1.41421	1.38873	1.18773
Neutral	Mean	2.8947	1.8947	2.7895
	Std. Deviation	1.19697	.87526	1.13426
Agree	Mean	2.5957	2.1702	2.4149
	Std. Deviation	1.22973	1.20606	1.18603
Strongly Agree	Mean	2.0870	1.6957	1.9130
	Std. Deviation	1.27934	1.11295	1.22612

Table 54 Resignation plan, Job Apply & Job Shift Mean by S. Environment

Mean By Recommend

As shown at Table 55 is the mean and Std. Deviation of four resignation reasons by S. Recommend. The average of the participants who strongly disagree to S. Recommend shows strongly disagree to leave their job for a better position, on the other hand the participants who disagree or neutral to S. Recommend show neutral to that, but the participants who agree and strongly agree to S. Recommend show disagree to that. The average of all the participants neutral to leave their job for a better work environment, except the participants who strongly agree to S. Recommend show disagree with that. The average of all the participants neutral show neutral to leave their job for a better opportunity to grow, except the participants who strongly agree or strongly disagree to S. Recommend show disagree with that. The average of the participants who strongly disagree with S. Recommend show agree to leave their job for a better income, on the other hand the participants who disagree or neutral or agree with S. Recommend show disagree with that, but the participants who strongly agree with S. Recommend show strongly disagree with that.

S. Recommend		R. Position	R. Environment	R. Grow	R. Income
Strongly Disagree	Mean	2.8000	3.2000	3.3000	2.8000
	Std. Deviation	1.81353	1.75119	1.76698	1.93218
Disagree	Mean	3.7143	3.7143	3.4286	3.7143
	Std. Deviation	1.25357	.95119	1.39728	1.38013
Neutral	Mean	3.3714	3.1714	3.3714	3.5143
	Std. Deviation	1.03144	.95442	.94202	1.26889
Agree	Mean	2.8493	2.7945	3.1507	3.0137
	Std. Deviation	1.16275	1.11752	1.15074	1.18431
Strongly Agree	Mean	2.1489	1.9362	2.4681	2.3191
	Std. Deviation	1.44431	1.35782	1.47222	1.36901

Table 55 Resignation plan, Job Apply & Job Shift Mean by S. Recommend

As shown at Table 56 is the mean and Std. Deviation of resignation plan, job apply and job shift by S. Recommend The average of all the participants shows neutral that they are planning to leave their company, except the participants who strongly agree with S. Recommend show disagree to that. The average of all the participants who show disagree that they applied for another job, except the participants who strongly disagree with S. Recommend show neutral with that. The average of all the participants show disagree to that they will leave their sector, on the other hand the participants who disagree or neutral to S. Recommend show neutral with that.

S. Recommend		Resign	Job Apply	Job Shift
Strongly Disagree	Mean	3.0000	2.8000	3.2000
	Std. Deviation	1.82574	1.61933	1.54919
Disagree	Mean	3.8571	1.7143	3.2857
	Std. Deviation	.69007	.48795	1.25357
Neutral	Mean	2.9143	2.1429	2.4571
	Std. Deviation	1.03955	1.11521	.98048
Agree	Mean	2.3699	2.2329	2.4521
	Std. Deviation	1.11189	1.24187	1.22521
Strongly Agree	Mean	2.1489	1.6383	1.8085
	Std. Deviation	1.47411	1.09198	1.15417

Table 56 Resignation plan, Job Apply & Job Shift Mean by S. Recommend

Research Findings:

As has been shown at the last section the travel agencies employees in Kurdistan region of Iraq are most of them are 71% male employees this maybe because the work environment that require long hours and keep up working from home in late hours. Also, most of the employees has long experience that maybe caused by two reasons that the business is not expanding to have a lot of new employees at the same time the old employee is not doing career shift. On the other hand, the majority of the companies are small companies who has less than 5 employees which shows that most of travel agencies are new companies. Most of the employees has low income (500\$-999\$), but in the same time a good percentage of the employees has a very high income (More than 2,000) which some kind of injustice in the travel agencies. The employees of travel agencies are well educated most of them has bachelor degree even some of them has higher degrees.

Surprisingly the most reason that employees left their previous job with was for better work environment, that show that the assumption that most manager say that employees will leave for better salary is wrong and actually it was the least reason. The average of the employees is satisfied with their job at all the factors, and based on that the average of them are not willing or planning to resign.

Most of the female employees are working at bigger size companies than the male employees. The female employees are more satisfied with their work environment more than the male employees. On the other hand, male employees are more willing to resign for better opportunity to grow or better income and even applying for other job than the female employees.

With the increase of the experience clearly it shows that the income increases and also work at bigger companies. The lower experience the employee has the less satisfied with their opportunity to grow and their income. The lower experience the employee has more willing to resign, has career shift and willing to resign for better position. The shocking results is the employees with more than 10 years of experience are more willing to have career shift than other that may cause by the feeling that they will not be willing to work under the work pressure that travel agency are causing.

Employees in bigger companies are less satisfied with the appreciation, opportunity to grow, work-life balance, income and work environment. Based on that they are willing to resign for better position, income and work environment.

Employees who have higher income has higher education level. The employees with lower income are less satisfied with appreciation, opportunity to grow, income, work environment and less likely to recommend any one to work at their company. The employees with lower income are more likely to resign for better position, income, work environment, opportunity to grow and apply for other jobs more.

Employees with a higher education has more experience than other it shows that most of them studded while they are working. Employees with a higher education are more satisfied with appreciation, management, resources, work-life balance, opportunity to grow, income, work environment and more likely to work others to work at their company. Employees with a higher education are less willing to resign for better work environment or income and less likely to career shift

Employee with higher satisfaction appreciation level is less willing to leave their job for better position, environment, opportunity to grow or better income. Employee with higher satisfaction appreciation level is less likely to have plan to resign or applying for other jobs or even to has a career shift.

Employee with higher satisfaction level on the manager is less willing to leave their job for better position, environment, opportunity to grow or better income. Employee with higher satisfaction level on the manager is less likely to have plan to resign or applying for other jobs or even to has a career shift.

Employee with higher satisfaction level on the resources is less willing to leave their job for better position, environment, opportunity to grow or better income. Employee with higher satisfaction level on the resources is less likely to have plan to resign or applying for other jobs or even to has a career shift.

Employee with higher satisfaction level on the opportunity to grow is less willing to leave their job for better position, environment, opportunity to grow or better income. Employee with higher satisfaction level on the opportunity to grow is less likely to have plan to resign or applying for other jobs or even to has a career shift.

Employee with higher satisfaction level on the work-life balance is less willing to leave their job for better position, environment, opportunity to grow or better income. Employee with higher satisfaction level on the work-life balance is less likely to have plan to resign or applying for other jobs or even to has a career shift.

Employee with higher satisfaction level on the income is less willing to leave their job for better position, environment, opportunity to grow or better income. Employee with higher satisfaction level on the income is less likely to have plan to resign or applying for other jobs or even to has a career shift.

Employee with higher satisfaction level on the work environment is less willing to leave their job for better position, environment, opportunity to grow or better income. Employee with higher satisfaction level on the work environment is less likely to have plan to resign or applying for other jobs or even to has a career shift.

Employee with higher recommendation level is less willing to leave their job for better position, environment, opportunity to grow or better income. Employee with higher satisfaction level on the recommendation level is less likely to have plan to resign or applying for other jobs or even to has a career shift.

Conclusions:

This study investigates the relation between the job satisfaction factors and resignation rate among travel agencies employees at Kurdistan Region of Iraq. The data was collected through a survey that was made on google form. The survey was sent to 100 travel agencies, 172 participants has answered. The data collected was analyzed by SPSS program. The finding of this study show that both job satisfaction and resignation can be impact by several characteristic such as gender, experience, company size, income and educational degree. On the other hand, there is a clear impact of job satisfaction factors on the resignation rate which is inverse relation. The most important job satisfaction factor which is has the most impact is work environment. All the job satisfaction factors can impact resignation level. This study finding can be a footprint map for higher job satisfaction and lower resignation rate that managers can use at the travel agencies at Kurdistan Region of Iraq.

Research Recommendations:

Based on the finding of the study the researcher can recommend below for the managers at travel agencies at Kurdistan Region of Iraq:

- 1- Have better work environment within the company.
- 2- Female employees are more satisfied and less likely to resign.
- 3- Has employees with a high experience they are more stable and satisfied but need a higher income.
- 4- Having a small company with a smaller team members may cause a higher satisfaction and more stability.
- 5- Higher income for the employees will cause more satisfaction and lower resignation rate.
- 6- Has a higher education level employees are more satisfied and has lower resignation rate.

On the other hand, the study gives some recommendation to the employee to have better satisfaction and better employment conditions:

- 1- Have a higher educational level will give you better employment conditions.
- 2- Working with a bigger companies may give you higher salary but not better work environment.
- 3- Have a higher experience will give you better employment conditions.

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Appendixes

Questioner

Employee Satisfaction Survey - أَسْتَبِيان الرضا الوظيفي -

This survey is for employees who work at travel agencies at Kurdistan Region of Iraq. The aim of this survey is to understand the job satisfaction rate and its' impact on resignation rate among travel agencies' employees at Kurdistan Region of Iraq.

Your name will be anonymous.

The results will be used at the thesis of Master degree of Business Administration at Midocean university under the title of "The Impact of Job Satisfaction Factors on Resignation Ratio in Kurdistan Travel Agencies" by the researcher Range Dlear Kayfi.

Thank you for your precious' time to answer the survey.

هذا الاستبيان للموظفين العاملين في وكالات السفر في إقليم كردستان العراق. الهدف من هذا الاستبيان هو فهم معدل الرضا الوظيفي وتأثيره على معدل الاستقالة بين موظفي وكالات السفر في إقليم كردستان العراق.

سيكون أسمك مجهولاً وشكراً لوقتكم الثمين لإجابة الاستبيان

نتائج هذا الاستبيان سوف تستخدم لبحث درجة الماجستير في إدارة الأعمال في جامعة ميد أو شن وستكون بعنوان "تأثير عوامل الرضا الوظيفي على نسب الاستقالة في وكالات السفر الكردستانية" بواسطة الباحث رنج دلير كافي

شكراً لوقتكم الثمين لإجابة الاستبيان

1- Your Gender

الجنس

f. Male

g. Female

- 2- How many years of total experience do you have?
كم عدد سنوات الخبرة لديك؟
- a. less than a year - أقل من سنة
 - b. from 1-2 years - من سنة لسنتين
 - c. from 2-5 years - من سنتين إلى خمسة سنين
 - d. from 5-10 years - من 5 إلى 10 سنين
 - e. More than 10 years - أكثر من عشرة سنين
- 3- How much is the size of your current company?
ما هي حجم الشركة التي تعمل لها؟
- a. less than 5 employees - أقل من خمس موظفين
 - b. from 5-9 employees - من 5 إلى 9 موظفين
 - c. from 10-19 employees - من 10 إلى 19 موظف
 - d. More than 20 employees - أكثر من 20 موظفين
- 4- The average of your total monthly income (Salary, Compensation & Benefits)
متوسط دخلك الكلي الشهري (الراتب والبدلات والحوافز)
- a. Less than 500\$ - أقل من خمسة مئة دولار أمريكي
 - b. 500\$ - 999\$
 - c. 1,000\$ - 1,499\$
 - d. 1,500\$ - 1,999\$
 - e. More than 2,000\$ - أكثر من ألفين دولار أمريكي
- 5- What is your academic degree?
ما هي الشهادة العلمية التي لديك؟
- a. I have never graduated from high school - لم أخرج من المدرسة الثانوية
 - b. Finished High School - تخرج من المدرسة الثانوية
 - c. Diploma Degree - شهادة دبلوم (كلية)
 - d. Bachelor Degree - شهادة جامعية (بكالوريوس)
 - e. Master Degree - شهادة ماجستير
 - f. PHD Degree - شهادة دكتورا
- 6- I feel recognized and appreciated in the company that I work for .
أشعر بالتقدير والاعتراف في الشركة التي أعمل بها
- a. Strongly Disagree - غير موافق للغاية
 - b. Disagree - غير موافق
 - c. Neutral - محايد
 - d. Agree - موافق
 - e. Strongly Agree - موافق للغاية

7- I feel I have a good communication with my manager

أشعر أن لدي تواصل جيد مع مديري

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

8- I have access to the tools (e.g. Laptop) and resources (e.g. System) to perform my job effectively

لدي القدرة على الوصول إلى الأدوات (مثل الكمبيوتر المحمول) والموارد (مثل النظام) لأداء وظيفتي بشكل فعال

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

9- I have many opportunities to grow in the company that I work for.

لدي العديد من الفرص للنمو في الشركة التي أعمل بها.

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

10- I have Work-Life Balance

لدي التوازن بين العمل والحياة

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

11- I'm satisfied with my income (Salary, Compensation & Benefits)

أنا راضٍ عن دخلي (الراتب والبدلات والحوافز)

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

12- I have a good work environment in the company that I work for

لدي بيئة عمل جيدة في الشركة التي أعمل بها

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

13- I recommend my friends to work at the company I currently work for

أوصي أصدقائي بالعمل في الشركة التي أعمل بها حاليًا

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

14- I'm planning to resign from the company that I work for in the near future

أخطط للاستقالة من الشركة التي أعمل بها في المستقبل القريب

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

15- I will leave the company for a better position

سأترك الشركة من أجل منصب أفضل

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

16- I will leave the company for a better work environment

سأترك الشركة من أجل بيئة عمل أفضل

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

17- I will leave the company for a better opportunity to grow

سأترك الشركة للحصول على فرصة أفضل للنمو

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

18- I will leave the company for a better income (Salary, Compensation & Benefits)

سأترك الشركة للحصول على دخل أفضل (راتب والبدلات والحوافز)

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

19- I have applied for another company in the last 3 months

لقد تقدمت بطلب للعمل لشركة أخرى خلال الأشهر الثلاثة الماضية

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

20- I will leave the sector of travel agencies at the nearest future

سأترك قطاع وكالات السفر في المستقبل القريب

- a. Strongly Disagree- غير موافق للغاية
- b. Disagree - غير موافق
- c. Neutral – محايد
- d. Agree – موافق
- e. Strongly Agree - موافق للغاية

21- Why did you leave your previous job

لماذا تركت عملك السابق

- a. Better Work environment - بيئة عمل أفضل
- b. Better Salary - راتب أفضل
- c. Better Position - منصب أفضل
- d. Better Growth Opportunity - فرصة نمو أفضل
- e. Never resigned - لم أستقل من قبل

الملخص

في سوق اليوم، تواجه وكالات السفر وخاصة في إقليم كردستان العراق تحديات تتعلق بنسبة استقالة الموظفين. وبناءً على ذلك، ستبحث هذه الأطروحة في تأثير عوامل رضا الوظيفة وتأثيرها على نسبة الاستقالة، وأي عامل سيكون له التأثير الأكبر على الاستقالة، وأخيرًا هل تؤثر العوامل الأخرى على كل من رضا الوظيفة والاستقالة.

سيتم إنشاء استبيان مكون من 21 سؤالاً على نموذج جوجل ثم إرساله إلى 100 وكالة سفر في إقليم كردستان العراق. وسيتم تحليل إجمالي 172 استبيانًا صالحًا بواسطة برنامج SPSS. وستظهر النتائج والاستنتاجات أن هناك صلة واضحة بين رضا الوظيفة ونسبة الاستقالة، والعامل الأكثر أهمية هو بيئة العمل التي لها التأثير الأكبر على نسبة الاستقالة. وأخيرًا، يمكن أن يتأثر كل من رضا الوظيفة والاستقالة بعدة عوامل أخرى مثل الجنس والخبرة وحجم الشركة والمستوى التعليمي والدخل.

ونتيجة لهذا البحث، ستوفر بصمة للمديرين للحصول على أقل نسبة استقالة وللموظفين للحصول على أفضل ظروف عمل.

تأثير عوامل الرضاء الوظيفي على نسب الاستقالة في وكالات السفر الكردستانية

إعداد الطالب/ رنج دلير كفي كفي

إشراف/ د. الفصيل عبدالحميد محمد

د. فايز علي جراد

العام الدراسي:

2024