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**The Registered Employees' Turnover among Kingdom of Saudi Arabia in General Organization
for Social Insurance, (GOSI): Causes, Impacts, and Recommendations.**

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Introduction:

Employee turnover significantly impacts organizations globally, affecting productivity and finances.

Main causes include job dissatisfaction, poor work conditions, and low wages, and some organizations have no clearer career path for their employees, where this situation make them live the instability of their jobs.

Addressing employee needs and implementing effective knowledge management are crucial for reducing turnover and maintaining organizational stability.

Employee turnover in Saudi Arabia stems from low salaries, poor working conditions, and discrimination. In addition to the ambiguity of their career path.

Job satisfaction, organizational commitment, and supportive leadership reduce turnover intentions.

Improving compensation, create healthy work environments, and employee engagement can mitigate turnover across sectors. That might increase the employee's loyalty.

This research devoted in understanding the turnover rates among employees registered with the General Organization for Social Insurance (GOSI).

Through well understanding the underlying causes and consequences of this turnover, the paper aims to provide insights crucial for enhancing organizational stability and economic progress in the region.

Study Problem:

This study postulate that high employee turnover rate among GOSI registrants in Saudi Arabia is a significant issue that disrupts organizational performance and increases costs.

Frequent turnover undermines institutional knowledge and affects economic productivity and stability, this reflects a negative image on newly affiliated employees, which makes local organizations appear as not providing job security, which is leading to lack of loyalty to them in the short or long term.

Facing this problem is necessary to enhance organizational flexibility and support the growth of the Saudi economy. Its basis is to retain outstanding employees for as long as possible to benefit from their abilities and experiences in the renaissance and continuity of the institution in particular, and the renaissance and growth of the local economy in general.

Importance of the Study:

This study seeks to contribute to academic knowledge through analyzing employee turnover among GOSI registrants in Saudi Arabia, filling a crucial research gap. Practically, the findings will guide Human Recourses (HR) professionals in developing targeted retention strategies, assist policymakers in formulating effective labor policies, and help organizations reduce turnover-related costs. The beneficiaries include employers, employees, and policymakers, all aiming to enhance organizational stability and economic growth.

Objectives of the Study:

The primary objective of this study is to identify the causes and impacts of employee turnover among GOSI registrants in Saudi Arabia. Specific goals include analyzing turnover factors, assessing their effects on organizational performance, and providing actionable recommendations to reduce turnover rates. This research aims to enhance employee retention strategies and support organizational and economic stability.

Study Questions:

What are the main causes and impacts of employee turnover among GOSI registrants in Saudi Arabia? Specifically, what factors contribute to high turnover rates? How does turnover affect organizational performance? What strategies can reduce turnover? How do employee demographics influence turnover intentions? And what role do organizational policies play in retention?

Theoretical Premises of the Study:

This study is premised on Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs, and Social Exchange Theory. Herzberg's theory differentiates between factors that prevent dissatisfaction and those that enhance satisfaction. Maslow emphasizes fulfilling hierarchical needs for retention, and Social Exchange Theory focuses on the impact of perceived fairness and reciprocity on employee retention.

This paper will test these theories by analyzing the factors influencing turnover among GOSI registrants in Saudi Arabia through surveys and interviews, examining hygiene factors, motivators, and needs fulfillment, as well as perceptions of fairness and reciprocity. This will expand these theories within the Saudi context.

Previous Studies:

Employee turnover is influenced by a complex interplay of factors including job satisfaction, organizational commitment, and work-life balance (Mobley et al., 1979; Cotton et al., 1986, Al-Suraihi, W., et al.,202; Hom, P., et al.,2019). Research indicates that turnover rates are moderated by contextual factors such as industry, employee role, and organizational size, with negative impacts on performance particularly evident in manufacturing and managerial positions (Rubenstein et al., 2018; Hancock et al., 2013; Al-Suraihi, W., et al.,202; Hom, P., et al.,2019). In Saudi Arabia, sector-specific issues like corporate reputation in banking, job stress in hospitality, and salary disparities for expatriates significantly affect turnover intentions (Alnehabi et al., 2023; Abdullah et al., 2021; Alshareef et al., 2020; Bhuian, et al., 1996 Jehanzeb, et al., 2013; Altahtooth, 2018).

Future research should focus on integrating aggregate-level findings into individual-level models and exploring context-specific antecedents of turnover, particularly in understudied areas like GOSI registrants in Saudi Arabia (General Organization for Social Insurance).

Theoretical Framework of the study:

Theoretical frameworks, including Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, provide insight into the motivational aspects of employee retention, coupled with the Social Exchange Theory, pinpoint the importance of both intrinsic and extrinsic factors in reducing turnover (Carducci, B., 2020; Bassett-Jones, et al., 2005; Ahmad, et al., 2023).).

Methodology and Research Methods:

This study will use a mixed-methods design, combining quantitative surveys and qualitative interviews to explore employee turnover among GOSI registrants in Saudi Arabia. Data will be collected from 300 survey respondents, and 30 interview participants, if possible, selected through stratified random sampling to ensure diverse representation. Surveys will quantify turnover factors, while interviews will provide in-depth personal insights.

Another source of data will be used like the open statistics on GOSI's Internet page, to gather and analyze more information about this subject.

Study Tools:

Data will be collected using structured questionnaires, including the Job Satisfaction Survey (JSS) and the Organizational Commitment Questionnaire (OCQ), alongside semi-structured interview guides with open-ended questions. These instruments are validated through extensive prior research.

As previously mentioned, some open sources will be used to obtain the data and statistics announced on the website of the GOSI.

For reference, the sources mentioned are not exclusively for immediate or future use in this study, as the sources may change according to the requirements of this scientific research.

Limitations of the Study:

This study has several limitations. Self-reported data from surveys and interviews may introduce response bias. The focus on GOSI registrants in Saudi Arabia limits generalizability to other regions. The cross-sectional design may not capture changes over time. Additionally, sample demographic biases could affect the results. Despite these limitations, the study aims to provide valuable insights into employee turnover and effective retention strategies.

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