FACTORS INFLUENCING EMPLOYEES' INTENTION TO LEAVE JOB
(Kabul, Afghanistan Private Universities 2021)

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ABSTRACT
The purpose of this study was to investigate the factors affecting to employees' intention to quit job in private universities in Kabul, Afghanistan. For the purpose of the study, job satisfaction, job stress, person organization fit and organizational commitment were considered as the independent variables while the intention to leave was considered as the dependent variable. The sample was 70 randomly selected employees of private universities in Kabul, Afghanistan. A questionnaire was distributed among them to collect the data. The hypotheses were tested using correlation and regression analysis. The results explained that job satisfaction, person organization fit and organizational commitment of employees at private universities were significantly and negatively correlated with their turnover intention. This study recommended managers to improve job satisfaction, person organization fit and organizational commitment of employees to reduce their turnover intention. On the other hand, job stress in positively correlated with intention to leave job suggesting to reduce job stress in order to reduce employee turnover.

KEYWORDS: Job Satisfaction, Organizational Commitment, Job Stress, Person organization fit and Intention to Leave.

INTRODUCTION
1.1. Background
Employees' intention towards quitting their job is a major threat to the organization. There are many factors that arise which may affect the intention of an employee towards turnover. Turnover directly relates to the performance or productivity of the organization or in other words, turnover might influence all status of the organization. If the performance of an organization is good then it is just because of the better performance of the employees and their better coordination with each other while working together. When employees are active, happy and have good interest with their work which includes; 1) Work environment, 2) Supervisor behavior, 3) Work appraisal, 4) Job commitment etc can lead organization to better results.

Rizwan, Arshad, Muneer, Iqbal, Hussain et al., (2017) stated that controllable, uncontrollable and demographic have been some of the experiences of intentions to quit jobs in the past. The amount of controllable is higher than uncontrollable intention to leave. Some of the sources of turnover are the bad management policies. It can also be predicted if some employees quit their jobs in an organization, increased amount of turnover will cause lower productivity and relatively higher costs. Thus, the employees' must be provided perfect environment at the workplace to reduce the amount of turnover. The organization must focus on all the factors that affect and influence employees' intention to leave job.

Increased turnover is serious issue in organizations, especially, for Human Resource Management. Turnover occurs due to misunderstanding of management and employees. Sometimes, there's a type of turnover which is known as unpreventable turnover that cannot be controlled or prevented such as, employee's illness, personal issue or retirement. Employee's inability to perform the work properly also leads to turnover. Organizational

effectiveness, quality of product and services are also affected by turnover. That is when employees with skill and knowledge quit the job due to role conflict, poor supervision and lack of support from management. Acker. (2004) conducted a research on job satisfaction and intention to leave among social workers in mental health care and the effect of organizational conditions such as role conflict, role ambiguity, opportunities for development, and social support in 16 mental health agencies in New York. The results drawn from the study suggested that there should be proper balance between these social workers and the environment in which they work. It further says that all these organizational conditions are strong predictors of turnover and job satisfaction.

Rahman, Naqvi, & Ramay (2018) conducted a study on measuring turnover intention of IT professionals in pakistan. They checked the correlation of dependent variable which is turnover intention among IT professionals in Islamabad and Rawalpindi. Independent variables are organizational commitment and job satisfaction which have a negative correlation with the dependent variable so this study is also consistent with our study. Acker. (2004) conducted a research on job satisfaction and intention to leave among social workers in mental health care and the effect of organizational conditions such as role conflict, role ambiguity, opportunities for development, and social support in 16 mental health agencies in New York. The results drawn from the study suggested that there should be proper balance between these social workers and the environment in which they work. It further says that all these organizational conditions are strong predictors of turnover and job satisfaction.

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1.2. Research Question
 I. What are different variables that affect employees' retention and turnover in universities?
 II. How does dependent variable (Intention to Leave) correlate with independent variables (Job satisfaction, job stress, person organization fit and organizational commitment)?
 III. Are there factors that influence employees' intention to leave positively or negatively?

1.3. Research Objectives
• To identify and understand those variables that influence employees' behaviour towards job and their intention to quit the job.
• To assist these universities, increase employees' retention and decrease turnover.

1.4. Significance of the Study
Significance of this research paper is that it will help private universities to maintain and improve sound human resources strategies and practices to attract and keep highly productive employees. Retention of highly productive employees always helps the organization to improve its quality, eventually, it is imperative that these universities attain performance excellence and improve the quality of their services can be in shape of education which they provide or achieve a prestigious name in the area in which they are operating.
Analyzing these independent variables that lead towards intention to quit assists the human resource department to maximize the retention of knowledgeable and skillful employees.

LITERATURE REVIEW
1.5. Job Satisfaction
There are many factors that influence job satisfaction in an organization i.e. wages, salaries, bonuses, freedom of choice, self esteem, communication, actual working environment, significance of job, co workers, relationships and links among employees, support of management, job safety, team work and genetic factors. Stress, repetition of tasks, burden, role ambiguity, overtime, working with poorly trained and unskilled employees, organizational and some personal factor are sources of low satisfaction of job.

(Blegen, 1993; Chu *et al.*, 2003, De Loach, 2003, Judg and Illis, 2003; Koustlios *et al.*, 2003; McNeese-Smith, 1999; Navaie-Waliser *et al.*, 2004; Thyer, 2003).

Vroom (1964) commented that job satisfaction concentrates on employees' role in the organization of workplace. According to Vroom's definition, job satisfaction is a significant part of employees toward their roles that they are currently performing. Success and achievement can be gained if an employee is satisfied with his or her job. It is commonly considered to be Associated with personal growth and higher productivity. Job satisfaction considers performing job that the employees love, performing it perfectly and those employees that work hard and achieve their goal, should be rewarded. (Kaliski, 2007)

Armstrong (2006) elaborated job satisfaction as employees' behaviour and feeling about their job. If employees have positive feelings about their job, it shows job satisfaction while negative feelings show dissatisfaction. George et al. (2008) ranged job satisfaction from ultimate satisfaction level to ultimate job dissatisfaction level. Employees also perceive different attitudes regarding various parts of their jobs they perform for example, activities they perform, coworkers, their salary and wages.

Aziri, (2008) commented psychological and material needs that are empowered by job as a result of feelings of the perception of the job is known as job satisfaction. Mullins (2005) said a sophisticated concept that people perceives differently is known as job satisfaction. It is associated with motivation, but this association is vague.

1.6. Job Stress

Sarantakos (1996) says that work is relevant to family and hope to the degree that strike in one range influence the personal satisfaction in other. Cover amongst work and home is known as home work interface. it states that if home issues are include to work so work will badly affect home life. Alexandros-Stamatios G.A et al., (2003). For instance, it says if workers have to take work home, or has not the ability to forget about work when they are not on job. Home work interface has significance for the employees to decrease work stress.

According to Lasky (1995) requests identified with family and funds can be a noteworthy wellspring of additional authoritative anxiety that would complex be able to business related anxiety. According to Wilkes et al. (1998) work over-burden and time requirements were essential supporters of work worry among group attendants.workload stress can be characterised as hesitance to come to work and a sentiment consistent weight joined by the General physiological,mental and behavioural anxiety indications (Division of Human Resource, 2000).

123 Al-Aameri AS. (2003) says that one reason of work related anxiety is weight beginning from workload. Variables characteristic for the occupation implies investigate workload, variety of errands and rates of pay. Quickly changing worldwide scene is expanding the weight of workforce to perform greatest yield and improve aggressiveness. To do good to their job, there is a necessity for specialists to play out different assignments in the working environment to stay informed concerning changing advancements. (Cascio, 1995; Quick, 1997).

A research in United Kingdom showed that a lot of employees were not ready to work in present culture in which they had to work more time (Townley , 2000). During work part vagueness likewise influences work stress. According to Beehr et al. (1976), Cordes & Dougherty (1993), Cooper (1991), Dyer & Quine (1998) and Ursprung (1986) part equivocalness is if a person have less know how about requirements of his or her job,how to do that job, and evaluation should be done. Jackson & Schuler (1985) and Muchinsky (1997) says that part vagueness lead to this kind of bad results as decreases faith, sense of lack of hope, feeling of unease and sadness.

1.7. Organizational Commitment

Spector (2002) defined organizational commitment as the level to which the worker perceives devotion to the company in which he or she works. Meyer and Allen (1997) explained organizational commitment as an emotional connection with organization; its objectives and principles which put forth best possible attempt to accomplish attain goals of the company. An essential work recently studied by researchers and scholars is organizational commitment. (Allen and Meyer, 2000). Zeinabadi and Salehi (2011) commented that organizational commitment is the keenness to work hard for the advantage of the organization. And have great tendency to be the member of the organization where one works. Organizational commitment can expressed as an employee's identity that he or she believes that they received it being a part of an organization. Three

main components help to characterize this: 1. accept organizational objectives and 2. Work hard to achieve them for the benefit of organization; and (3) feel proud to be part of that organization (Steers, 1977)

The concept of employee commitment has received considerable amount of attention in the research literature in the recent past as both supervisors and organization analysts try to find ways to increase employee retention and performance in the organization. Employee commitment is substantial to the organization because of many reasons. It for example, is a more improved way of predicting employees' intention to quit job than job satisfaction. (Steers, 1977)

Mowday, Porter, & Steers (1982) argued that employees' better association with the organization means greater commitment, while weaker association results in weaker commitment. This association explains the amount of belief one has in organization and willingness to accept goal achievement and organizational value.

Employees feel motivated and love their job when they feel that they are loyal to the organization and they are rewarded for it. Management must also create a specific criteria for promotion based on the structure and culture of the organization because if this criteria is designed complicated, this will result in employees' demoralization and they will lose their loyalty towards job and company. Jaros (1997) said that it is understood that commitment is an essential indicator of attitude of a person towards job for instance, employee's intention to leave job.

1.8.   Person Organization Fit

O'Reilly, et al (1991) Presented their views which mentions organizational behavior and also some of the existing themes that are brought together which are: (1) the judging of person and situation mutual constructs by building a newly interest (2) the evaluation of quantitative culture of organization, and (3) the programs of "Q-sorting," or judging the interactions of person and situation and their approaches. The usage of related data from different individuals that includes accountants and students and some further data from different employees of accounting firms and governmental agencies, a type of instrument was developed and made legal for evaluating person and organization fit. The results which were concluded indicate that various parts of preferences which individually, are for the existence of such organizational cultures that are understandable and describable.

Goodman, et al (1999) mentioned that the contextual performances will be predicted by employees' desired and actual organizational cultures (e.g., the behavior that will help the organization). Two things were established; the idea about the organizational culture and by predicting both contextual and task performance, it is important to find the difference between employees' actual and ideal organizational culture. The future effect or result of these analysis are presented for both human resource management practices and organizational research.

Re sick, et al (2007) concluded that boundary conditions that interconnect the significance of so observed person and organization (P-O) fit for work-oriented attitudes and conclusions. The writers suggested that whenever the needs-supplies/demands-abilities job fit is at low, then (P-O) fit is more highly dependent to job satisfactions and choice conclusions. For instance, for more highly productive work individuals, the P-O fit is highly affiliated to job choice decisions.

1.9.   Intention to Leave

Bothma and Roodt (2012) identified turnover or intention that is blended with under-identity bracelet with work; is a form of withdrawal behaviour. It is further professed that employee's aim to quit the company and this is the end of this acknowledgment. Employee turnover is the cycle of laborers near the artisan booth; between enterprises, jobs and pursuits; and between the condition of being employed and unemployed, states Ongori (2007). According to Jonathan, Thibeli and Darroux (2013), distinguish coaching standards of the speculations that for which most of the times the workers change their mind to leave their present firm. The employees' numerical differentia has been modernized in numerous ways as medium of withdrawal, claim Hayes, O'Brien-Pallas, Duffield, Shamian, Buchan, Hughes, Laschinger and North (2012).According to Jonathan, Thibeli and Darroux (2013), distinguish coaching class as speculations that for which most of the times the workers change their mind to leave their present firm. The employees' numerical differentia has been modernized in numerous ways as medium of withdrawal; claim Hayes, O'Brien-Pallas, Duffield, Shamian,

Buchan, Hughes, Laschinger and North (2012). Maturity is one out of many probabilities. According to Wandera (2011) the nature of endeavor these days differ and many institutions fancy hiring people on contract basis instead of positioning them permanently. (Griffeth et al., 2000; Porter ; Steers, 1973; Rizwan et al., 2013), Suggested that upstated & nbsp; former researches, desire to shuffle becomes the key and spontaneous symbol of Labor turnover, Employees leave their current organization due to budgetary reasons, contends Manu et al. (2004). For this purpose, they showed up commercial model to prove their thesis statement. Loi et al. (2006) points out opposite truth, that is, negative relationship found between turnover intention and slow justice. The following abstract unfolded that the understanding of administrative authorization had power on daily aftermath; Elanain Abu, (2010).The workers who supported slow justice had to face a low level of turnover intention. (Handelsman, 2009), Showed consent by pointing out that the basic reason why workers shift or leave their work place is discriminational behaviour between them and the other workers performing same duties with higher salaries. The below stated study suggests that employees choose to work with the firms offering them higher salaries, (Rampur, 2009). The same study also indicates that another reason for quitting from an organization could be the lack of potential work that do not match the criteria of the laborers. & quot; workers definitely won't stay if they do not get the wanted experience in the same field they are there for. Plenty of other reasons are responsible for employee turnover. It includes lack of equality, low management, employee egos and laborious work".

1.10. Theoretical Framework
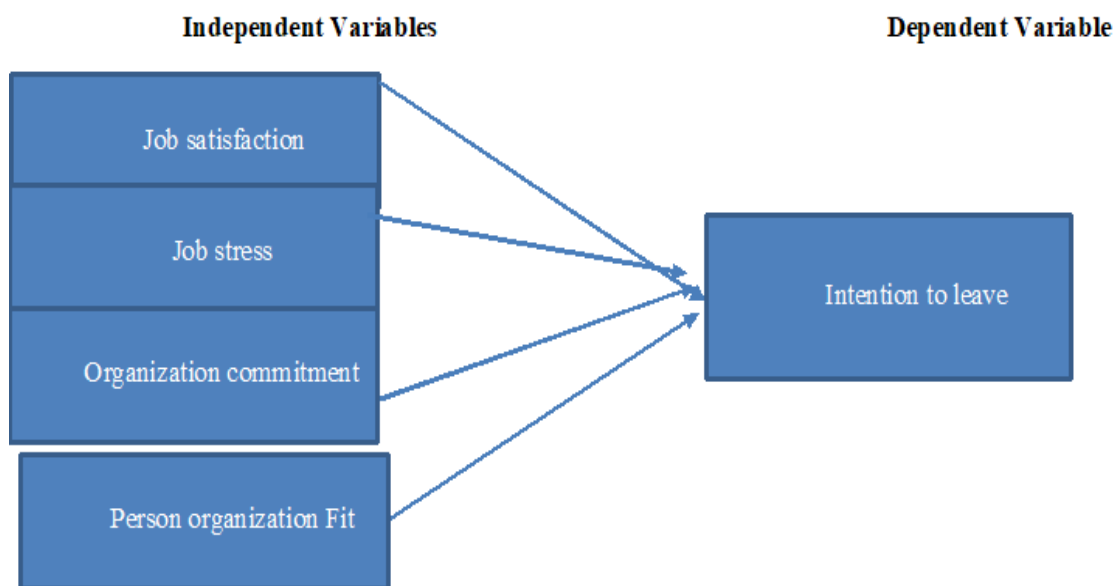
Job satisfaction
Job satisfaction is simply how happy an employee is with their job or a feeling of fulfillment a person perceives at work (Vroom 1964).

Job stress
It is fatal emotional and physical effects that take place when work requirements don't meet employees' needs or resources (Casico, 1994).

Person Organization Fit
It is the compatibility of employees with the organization he or she works for (Goodman, et al 1997).

Organizational Commitment
It is employees' attachment to the organization when an individual feels sense of oneness with the organization (Steers, 1997).

Research Design and Methodology

This research is a survey research. Sample survey essential basic research techniques in the social sciences and a significant tool in practical work. Instruction in survey grew widely available to graduate students in sociology, education, economics, public health and other fields. Marsden, P. V., & Wright, J. D. (2010). This research is descriptive research as well as co relational research. Descriptive study explains the demographical data (age, gender, marital status, job position etc.) On the other hand, co relational study indicates the relationship of independent variables and dependent variable which is intention to leave.

1.11. Population

All private universities in Kabul is the population of this survey. Employees who work at Kardan University, Khana-e-Noor University, Bakhtar University, Rana University and employees of Hewad University participated to answer the questionnaire.

1.12. Sample

Sample of 70 respondents were asked to answer the survey questions through a questionnaire to understand employees' intention to quit. The method of sampling was convenient sampling. Before distributing the questionnaires, the aim of the survey was clearly elaborated to the respondents so that they find it easy to answer the relevant questions. 68 respondents returned and answered the questionnaire while 2 were either not returned or filled out thoroughly.

1.13. Survey Instrument

The research instrument was likert type questionnaire. This questionnaire contained two sections. First section of the survey instrument includes demographic data which will obtain data regarding respondent's (gender, marital status, age, job position and length of service in the current organization.) The second section contains statements covering all dimensions of variables. Respondents were asked to tick the box from the evaluation options that is closest to their personal experience.

1.14. Reliability Measurement

The Chronbach's alpha was developed by Lee Chronbach. It is widely used for examination and researches to find out the validity of the data. Tavakol, M., & Dennick, R. (2011)

Variable	Number of Items	Chronbach's Alpha
Organizational Commitment	5	.837
Job Stress	4	.957
Person Organization Fit	3	.74
Job Satisfaction	3	.875
Intention to Leave	4	.808

Chronbach's Alpha should be approaching towards 1.00. The nearer it is to 1.00, the more reliable will be the data. All the scales are near 1.00 and are more than 0.6 which means that the scales are reliable.

DATA ANALYSIS

After the questionnaires were distributed in different universities and institutions, then, the data was punched into Statistical Package for Social Sciences (SPSS) software to find out demographics and the relationship between dependent variable and independent variables. As a result, two tests (Cross Tabulation and Regression Analysis) were applied for analyzing the data and finding its results.

1.15.   Results
4.1.1. Cross Tabulation

Gender of the Emplyees * Role of the Employees Crosstabulation

Count

		Role of the Employees				Total
		Admission Office	Managerial	Lecturer	Professor	
Gender of the Emplyees	Male	14	5	27	11	57
	Female	3	2	5	1	11
Total		17	7	32	12	68

Gender of the Emplyees * duration of the services Crosstabulation

Count

		duration of the services				Total
		0-1	2-3	4-5	Above 5 years	
Gender of the Emplyees	Male	16	21	7	13	57
	Female	3	4	2	2	11
Total		19	25	9	15	68

4.1.2. Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OC	6	1.8	4.6	3.338	.6106
JS	6	1.0	4.7	2.875	.7349
POF	6	1.6	5.0	3.622	.6980
JSA	6	2.3	5.0	3.798	.7102
ITL	6	1.0	4.5	2.683	.8393
Valid N (listwise)	6				

OC= Organizational Commitment
JS= Job Satisfaction
POF= Person Organization Fit
JSA= Job Satisfaction
ITL= Intention to Leave

Minimum response for OC is 1.80 which means it is near disagree while **Maximum** average response is 4.60 which is between agree and strongly. **Mean** is 3.33 which means majority of answers are between disagree and neutral. Per unit variation is .61061.

Minimum response for JS is 1.00 which means it is exactly strongly disagree while **Maximum** average response is 4.75 which means answers are between agree and strongly agree. **Mean** is 2.87 that is near 3 which means majority of answers are between disagree and neutral. Per unit variation is .73492.

Minimum response for POF is 1.67 which means it is between strongly disagree and disagree while **Maximum** average response is 5.00 which is strongly agree. **Mean** is 3.62 which means majority of answers are between neutral and agree. Per unit variation is .69803.

Minimum response for JSA is 2..33 which means it is between disagree and neutral while **Maximum** average response is 5.00 which is strongly agree. **Mean** is 3.79 which means majority of answers are between neutral and agree. Per unit variation is .71024.

Minimum response for ITL is 1.00 which means it is exactly strongly disagree while **Maximum** average response is 4.50 which means answers are between agree and strongly agree. **Mean** is 2.68 that is near 3 which means majority of answers are between disagree and neutral. Per unit variation is .83935.

4.1.3. Regression Analysis
4.1.3.1. Assumptions of Linear Regression

Three basic assumptions of Linear Regression (Linear Relationship, Multivariate Normality, and Multicolllinearity) were considered and checked, since there were no problems so the data was further analyzed through regression analysis.

4.1.3.2. Linear Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627[a]	.393	.355	.67079

a. Predictors: (Constant), JSA, POF, OC, JS

R- Degree of correlation between dependent and independent variables is .841. It is almost 62.7% which shows fairly strong correlation.

R Square- almost 40% which means the x-variable explains the y-variable well. Or we can say that there is 40% variation in dependent variable because of independent variables.

Adjusted R Square- Standardized R Square or shows the authentic value which is .355 or near 35%.

Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	6.049	.838		.000		
	OC	-.115	.143	-.083	.013	.896	1.116
	JS	.019	.117	.018	.145	.845	1.184
	POF	-.177	.119	-.151	.023	.928	1.077
	JSA	-.633	.135	-.536	.000	.734	1.363

a. Dependent Variable: ITL

❖ There are several non-significant coefficients, indicating that these variables do contribute much to the model.

❖ *JS* has a larger coefficient (.018) which means that this variable explains or describes the dependent variable (Intention to Leave) better compared to other independent variables. The values show every unit change in dependent variable (Intention to Leave) because of independent variable.

The correlation reported in the table is negative. This suggests that organizations are focused on making organizational commitment better because the employees think that they want to quit if there is no organizational commitment or it means that if there is less organizational commitment, the ratio of intention to leave will increase.

The correlation reported in the table is positive. This suggests that organizations are focused to reduce job stress. Employees think that they want to quit if there is greater job stress or it means that if there is higher job stress, the ratio of intention to leave will increase.

The correlation reported in the table is negative. This suggests that if the employee thinks that he or she doesn't fit the organization, he or she will quit and the ratio of intention to leave will increase.

The correlation reported in the table is negative. This suggests that organizations are focused on making job satisfaction better because the employees think that they want to be satisfied with their job or it means that if there is lesser job satisfaction, the ratio of intention to leave will increase.

4.1.2.3. Collinearity
Tolerance: the larger the tolerance, the better will be the model and it indicates less multi-collinearity.

POF has the largest tolerance with .928 and is less problematic followed by OC, JS and JSA
VIF (A variance inflation factor) greater than 2 is usually considered problematic .Overall model has a VIF of lesser than 2 which means the model fits very well and is a very good model.

DISCUSSION
This study focused on four independent variables job stress, organizational commitment, job satisfaction and person organization fit and their relationship with dependent variable that is intention to leave among employees of private universities in Kabul, Afghanistan. The study also includes demographic data such as, role of employees and their job duration in the respective organizations. There are several significant variables as previous studies also suggested it. Job satisfaction, Organizational commitment, Person organization fit have a negative correlation with the dependent variable which suggests that if there is lesser amount of job satisfaction, organizational commitment and the person doesn't fit well in the organization, intention to towards quitting the job will increase. On the other hand, job stress has a positive correlation with the dependent variable that shows if an increased amount of job stress is exerted, employees' turnover rate will also increase.

Various studies about turnover and intention to quit the job in different fields have been conducted. Parry. J (2008) suggested intention to leave study in nursing has to have intention to change jobs and also change the supervisor. Rules and policies that enhance the improvement of professional commitment before an employee begins actual job and job satisfaction and organizational commitment in the actual workplace are required to minimize nurses' intention to leave job. This study was conducted in Queensland, Australia and job satisfaction and organizational commitment are statistically significant which are similar and consistent to our study. Liou. S. R. (2009) conducted a study in the United States. He concluded that factors such as job experiences, organizational commitment, intention to leave, personal and job characteristics can predict nurses' intention to quit the job. He further commented that employees' retention can be enhanced by increasing organizational commitment and for that the managers can consider employees' personal experiences and characteristics.

Rahman, Naqvi, & Ramay (2018) also conducted a study to measure employees' intention to leave job of IT professionals in Pakistan. They checked the correlation of dependent variable which is turnover intention among IT professionals in Islamabad and Rawalpindi. Independent variables are job satisfaction and organizational commitment which have negative correlation with the dependent variable so this study is also consistent with our study.

Acker. (2004) conducted a research on job satisfaction and turnover intention of social workers in mental health care and the influence of conditions in the organization such as, opportunities for development, role conflict, role ambiguity, and social support in New York. The results drawn from the study suggested that there should be proper balance between these social workers and the environment in which they work. It further says that all these organizational conditions are strong predictors of turnover and job satisfaction.

Rizwan, Arshad, Muneer, Iqbal, Hussain et al., (2017) also conducted a study in Bahawalpur, Pakistan. The results are consistent with this research. Job Stress shows positive correlation with intention to leave. Intention to leave has insignificant relationship with job satisfaction which is consistent to the results. According to their study, job stress validated employees' intention to leave the job more than the other independent variables. Conclusion draws by a study suggests that when the level of organizational commitment is high, intention to leave ratio will be lower. Organizational commitment influences employees' intention to leave. Researchers

have found out that when employees are involved in problem solving and self-improvement, this is connected with lower intention to leave (Batt, 2002). Results shows that if a right person is hired for the right job in an organization which fits him or her well, the rate of absenteeism and turnover intentions will decrease.

One of the factors that has a major contribution in turnover intentions is feeling of anxiety such as, emotional exhaustion. It also reduces employees job satisfaction and level of confidence. (Moore, 2002) concluded that if there is low level of communication between management and existing employees, it will result in increased amount of tension in other members. Thus, turnover intentions also increase. Van der Heijden, Hasselhorn, H. M , Kümmerling, A., K., Van der Schoot, E., Estryn-Béhar, M., &. Van Dam (2010) conducted a major study in many European countries (Germany, The Netherlands, France, Finland, Slovakia, Italy and Poland). Their study was about the effects of social support on turnover among female nurses in Europe. The findings from the results indicated that in case of nurses' turnover in most countries, lack of job satisfaction is a major factor. They concluded that in order to prevent premature leave, positive effects of social support from key members of the organizations i.e. direct supervisor should not be neglected. Findings from previous studies give conclusive evidence that intention to leave is directly affected by job satisfaction while organizational commitment influences employees' intention to leave indirectly (Blau, 1987).

1.16.   Recommendations

This research was conducted in Kabul, Afghanistan. The sample size of this research is 68 which is much lesser. They can also conduct research in other provinces and cities of Afghanistan with a relatively larger sample size and check their results with this study whether they are consistent with it or not.

This study will help private universities to understand those factors that cause turnover since turnover intentions has become a major issue in different organizations recently. After reading and understanding this study, the Human Resources Management can focus on variables and reduce those factors that causes turnover such as, job stress and improve those that reduce the amount of turnover intentions, for example, job satisfaction, person organization fit, organizational commitment etc.

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