

Original Research Article

Exploring Workforce Exit Through Organizational Psychology: A study on Demographic Predictors of Turnover Intention in Indian HR Settings

Praveena Mishra^{1*}, Amit Kumar², Jyoti Sinha³¹Research Scholar, Department of Psychology, School of Health science, Sushant University, Gurugram (Haryana), India²PHD Assistant professor, Department of Psychology, School of Health Sciences Sushant University, Gurugram (Haryana), India³PHD Professor, School of Health Sciences, Sushant University, Gurugram (Haryana), India**Article History**

Received: 12.07.2025

Accepted: 17.09.2025

Published: 23.09.2025

Journal homepage:<https://www.easpublisher.com>**Quick Response Code**

Abstract: Rational: Turnover intention among Human Resource (HR) professionals poses a critical threat to organizational stability yet remains underexplored in behavioural science literature. As strategic custodians of talent acquisition, employee engagement, and cultural continuity, HR professionals' own intent to exit reflects systemic vulnerabilities that undermine retention mechanisms across the organization. Positioning them as often overlooked yet vulnerable stakeholders at the intersection of strategy and employee well-being. This study explicitly investigates demographic predictors of turnover intention among HR professionals across diverse industries in the NCR region. A cross-sectional survey was conducted, followed by descriptive and inferential statistical analyses to examine differences in turnover intention across demographic variables. Findings revealed a moderate level of intent to leave, with females exhibiting marginally higher turnover intention than males; however, the difference was not statistically significant ($p > 0.05$). No significant correlation was observed across age, gender, hierarchy, tenure, or education too.

Originality: A distinctive and novel feature of this study is the concentration of respondents in senior HR roles. This may as well have introduced social desirability bias, potentially masking deeper dissatisfaction. The insights underscore the need for HR-driven, demographically attuned interventions. Recognizing HR professionals as emotionally exposed actors due to their roles in conflict resolution, emotional labor, and policy enforcement. The study also calls for deliberate structural protections within the organizational ecosystem to not only mitigate turnover but also to reinforce organizational resilience and long-term workforce stability. Positioning HR as a vulnerable stakeholder in need for a robust systematic support just like any other function.

Keywords: Turnover Intention, HR Professionals, NCR Region, Age, Gender, Hierarchy.

Copyright © 2025 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

INTRODUCTION

Turnover intention (TI) reflects an employee's cognitive and emotional readiness to leave the organization. Understanding Turnover Intention through a socio-demographic lens enables organizations to design targeted retention strategies and foster a resilient workforce. In general Turnover Intention is a multifaceted construct that sits at the intersection of organizational, social, and industrial psychology, each offering distinct yet complementary lenses to understand why employees especially HR professionals contemplate leaving their roles. Nuanced and underexplored, Turnover intention among HR professionals, is

particularly complex due to their dual role as both policy enforcers and employee advocates. Academic literature from Indian and global contexts emphasizes that HR is not merely a support function it is a critical architect of workforce stability.

Turnover intention among Human Resource (HR) professionals presents a pressing challenge to organizational stability and strategic continuity in India's evolving corporate landscape. While HRM practices are widely studied as drivers of retention, the Turnover Intention of HR professionals themselves is rarely isolated or examined in depth, Rahman and Raju (2020).

*Corresponding Author: Praveena Mishra

Research Scholar, Department of Psychology, School of Health science, Sushant University, Gurugram (Haryana), India

Carmeli & Weisberg (2006) in their study too emphasized that HR professionals are not exempt from the psychological strains of their roles, and that role conflict, emotional labor, and ethical tensions can significantly contribute to turnover intention. They argue that the strategic positioning of HR often places them in an ambiguous and emotionally taxing situations, especially when mediating between organizational directives and employee welfare. Turnover intention (TI) is a critical construct in organizational behavior, reflecting an employee's psychological readiness to disengage and exit the workplace. Behavioral cues such as reduced initiative and absenteeism often precede formal resignation. Demographic factors age, gender, tenure moderate this intention, influencing how dissatisfaction can manifest across individuals. In scholarly Diaspora, *Academica* and amongst business leaders across globe Turnover at workplace is cited as, industry's most costly problem. Turnover intention is generally expressed as occurrence of voluntary separation from employer during some arbitrary time window ranging from a few months to well over a year (Somers & Birnbaum, (1999). Gallup's study (2023) pertaining to employee retention and engagement strategy attributed disconnection as a key determinant fueling turnover. Both staggering and alarming 79% of workers felt emotionally disconnected from their work. Addressing this requires more than perks; it requires meaningful work, strong manager-employee relationships, and clarity of purpose. Both as custodian and employee it is an HR's task to create a working environment that eliminates discretionary effort and withdrawal behaviors, but who addresses their own exit intent. Turnover Intention is a multidimensional construct encompassing an employee's psychological evaluation of their organizational fit, emotional commitment, and perceived alternatives, expressed through behavioral cues such as disengagement, job search activity, Gupta & Shaheen (2017) and reduced effort. (Lacity *et al.*, (2008), Singh & Banaras (2015), Choi & Perumal (2014). Pertaining to behavioral and psychological dimensions of an employee's intent to quit Staffel Bach (2008) defines Turnover intentions are a statement about a specific behavior of interest. Mobley (1977), Emphasizes the cognitive decision-making process rooted in dissatisfaction or misalignment with personal values. Pressing upon behavioral and psychological dispositions Tett and Meyer (1993) links Turnover Intention to emotional attachment and psychological commitment, making it a precursor to actual turnover behavior. Turnover intention is fundamentally characterized by a deliberate and conscious cognitive process wherein an individual contemplates exiting their current organizational affiliation. Liu and Onwuegbuzie (2012) conceptualize this construct through multiple synonymous expressions, including "intent to leave," "intention to leave," and "propensity to leave," each reflecting nuanced dimensions of the employee's psychological readiness to disengage. According to Long *et al.*, (2012), turnover

intention represents a probabilistic estimation that an employee will voluntarily or involuntarily terminate their employment. This construct is further delineated into categories of voluntary versus involuntary turnover, and functional versus dysfunctional turnover, thereby capturing both the nature and organizational impact of the departure. The organization is influenced by turnover intention of employees, each type of which has various degrees of impact. A collective perception pitched by (Pauline and Henha, 2017) sharing their allegiance, on proposed terminologies by Liu and Onwuegbuzie (2012) too view turnover intent and intention to quit. As a potent definition the terms could be used interchangeably with the same meaning. Social scientists consider the terminology to be largely correlated. Emphasizing on the importance of research on turnover intention and actual intention has been widely acknowledged with scientific and empirical evidence.

Statement of the Problem

HR professionals are gatekeepers of retention, yet their own disengagement can destabilize organizational culture. Understanding their Turnover Intention can inform more empathetic HRM policies, reduce internal attrition, and improve organizational resilience. From an Organizational behavioral perspective TI specifically within HR roles, is a missed opportunity to understand how demographic identity shape retention risks in this critical function. Studies concentrating and explicitly focusing on HR exploring how age, gender, tenure, or educational background influence Turnover intention especially in India, where HR often operates within hierarchical and collectivist frameworks are negligible and unreported. This gap limits the development of targeted interventions and culturally sensitive retention strategies. Therefore, this study seeks to investigate the socio-demographic predictors of turnover intention among HR professionals, with a specific focus on how demographic variables moderate this relationship.

LITERATURE REVIEW

Tracy and colleagues (2015) proposed a study that looked at the effects of demographic factors on full-time employees in Texas, including age, education, gender, income, tenure length, and intention to leave. The results showed that age, income, and turnover intentions were significantly correlated, but that there was no statistically significant correlation between length of tenure, education, and gender. Soomro (2020) summarized research on the effects of demographic factors on turnover intention, including age, gender, marital status, education, and tenure. His research revealed conflicting findings implying age and marital status as significant predictors, In a collectivist culture like India finding suggests deeper demographic implications. Jha (2009) conducted a longitudinal investigation into the determinants of employee turnover intention spanning a twelve-year period and proposed an action plan to subside the intention to quit augmenting

organizational effectiveness. His study stated a potential disparity, concluding employee turnover remains elusive, lacking definition and displaying overlapping dimensions. Implication of employee turnover not's only cost loss for the firm on tangible aspects, but also cost's substantial loss of talent. In turn it also impacts to decreased effectiveness and productivity of the remaining staff. Highlighting the psychological impact of the "grass is greener on the other side" phenomenon, individuals may become conditioned to perceive external opportunities as more favorable, potentially forfeiting non-vested benefits and becoming vulnerable to situational cognitive biases. The study by Emiroğlu, Akova, and Tanrıverdi (2015) emphasizes the necessity for retention strategies that are both structurally sound and personally attuned. Their findings reinforce the critical role of demographic sensitivity in hospitality HR practices, revealing that variables such as age, gender, marital status, and educational background significantly shape turnover intentions among hotel employees.

Elucidating Asian perspective on demographic variables and its implication on Turnover Intention. Samad (2006) examined a combined influence of demographic variables, job characteristics, and job satisfaction on turnover intentions among IT professionals in Malaysia. Her findings revealed that job satisfaction had the strongest negative effect on turnover intention, followed by job characteristics such as skill variety, task identity, and autonomy. The study also confirmed that age, income, and tenure significantly predicted turnover intention, with older and more experienced employees showing lower intent to leave. These results underscore the importance of tailoring retention strategies to both individual profiles and job design. Omolayo *et al.*, (2020) Presented a non-Asian perspective on demographic dividend's impact on Turnover intention Age was found to significantly predict turnover intent, suggesting younger employees are more likely to consider leaving, regardless of emotional attachment. Salary too emerged as a dual predictor, influencing both affective commitment and turnover intent. Higher salaries were associated with stronger emotional commitment and lower intent to leave. Biological sex however did not significantly predict either affective commitment or turnover intent, indicating gender-neutral patterns in these outcomes. The study emphasizes the importance of responsive managerial strategies, especially around compensation and age-sensitive retention efforts, to reduce turnover in the insurance sector. AK Belete (2018) empirical work analyzing determinants of Turnover intention concluded Age, tenure, marital status, and department influence TI, though findings vary across contexts. Younger and unmarried employees often show higher intent to leave. Kaya and Abdioğlu (2010) contended that demographic variables—such as age, tenure, marital status, professional designation, and prior familiarity with the profession—do not exert a significant influence on turnover intention. Studies conducted by Chowdhury

(2015), Emiroğlu *et al.*, (2015), and Victoria and Olalekan (2016) highlight that demographic attributes including age, marital status, length of service, wage level, job role, and departmental placement serve as notable predictors of employees' propensity to leave their organizations.

Choong *et al.*, (2013) too observed notable variations in turnover intention across demographic categories. Their findings indicated that female employees exhibited a higher propensity to leave compared to their male counterparts. Additionally, married individuals demonstrated stronger job commitment than single employees, and older respondents showed a greater inclination to remain within their organizations relative to younger cohorts. An Empirical Study by Farooq *et al.*, (2022) identifying demographic variable influence on employee intention to leave or quit indicated education and experience level were significantly negative whereas Age and Gender were positively correlated however statistically insignificant. Assessing predictors of Turnover in Telecommunication Industry Sibiya *et al.*, (2014) findings suggested Age, work tenure and gender as negative predictors, whereas education and race as positive predictors replicating the findings by Farooq *et al.*, (2022) on Academic qualification. In a cross-sectional study, concluded on healthcare workers by Wang *et al.*, (2024) revealed several statistically significant demographic predictors of turnover intention (TI). Hierarchical regression analysis confirmed that demographic variables significantly contribute to TI. Specially Gender and marital status implied a significantly positive correlation where job tenure and hierarchy or job title indicated a negative correlation. The findings concluded that demographic sensitivity is essential in designing retention strategies.

In another attempt, explicitly directed to assess the impact of eight human resource management practices on the intention to leave among employees in service organizations in India. The study concluded by Guchait and Cho (2010) suggested that fostering employee centric HRM practices reduce employees' intentions to leave.

Objective of the Present Study:

The above-mentioned review of literature clearly depicts turnover intention as a multifaceted construct influenced by organizational, psychological, and demographic variables. However, there's a scarcity of literature depth pertaining to Indian workplace setting, specifically with regard to HR Profession. Based on above mentioned literature synthesis and review, the study aims to analyze following aspects:-

- i. The study aims to investigate the extent of turnover intention among HR professionals.
- ii. The study aims to investigate and examine demographic predictors that contribute to their

intent to leave, especially relevant in context of collectivist country like India.

- iii. This study intends to contribute to the existing literature, by empirically bringing up the present state scenario explicitly focusing on HR professionals.

Delimitations of the Study

Due to time constraints, it was not feasible to address all dimensions of the research. Consequently, therefore the scope of the study has been delimited on the following grounds:-

- i. This study focused specifically on Delhi/NCR region. A total of 100 HR professionals participated in the study hailing from diverse service sector background.
- ii. The study exclusively focused on mid- and senior-level management professionals. Given their position within the organizational hierarchy, the expectations placed upon them are typically elevated. Consequently, the likelihood of their turnover intention may remain underreported, as such disclosures are often constrained by role-related norms and reputational considerations.
- iii. The study considered five key background or demographic identifiers, namely Age, Gender, hierarchy, work tenure educational level.

Hypotheses of the Study

- H₀1: There is no significant mean difference in HR professional's turnover intention concerning gender.
- H₀2: There is no significant mean difference in HR professional's turnover intention concerning Age.
- H₀3: There is no significant mean difference in HR professional's turnover intention concerning level of employment (Hierarchy).
- H₀4: There is no significant mean difference in HR professional's turnover intention concerning Academic credentials (level of education).
- H₀5: There is no significant mean difference in HR professional's turnover intention concerning work tenure (work experience with present company).

RESEARCH METHODOLOGY

Research Design

The present study adopted a cross-sectional survey research design. To achieve its objectives and test the hypothesizes. Data analysis was computed on Jamovi application (Version 2.6.44). The sample comprised 85 HR Professionals hailing from diverse customer centric sector in NCR Region. Encompassing across Mid and Top management in hierarchy chart as they play pivotal

role in policy formulation, execution and implementation. Participants were chosen randomly using a purposive sampling method to ensure a representative sample. Age range of participants varied between 21 –50 yrs. The study focused on assessing HR professionals' level of Turnover intention, which was considered the dependent variable. Furthermore, it examined the potential variation of various independent or demographic variables, i.e., Gender, Age, Level of employment, work tenure and educational level on it.

Measurement tools

Tools Used: The following measures were used in the present piece of research work.

- 1. Turnover Intention Scale by Bothma, C. F. C., & Roodt, G. (2013) TIS-6 (version 4) Turnover intentions were measured using TIS-6 developed by Bothma and Roodt (2013) The turnover intention scale (TIS-6) is a six-item scale adapted by Roodt (2004) from his unpublished 15-item turnover intention scale as a measure for assessing employees' intentions of either staying with or leaving an organization. Authors of the scale found an overall Cronbach's alpha of 0.80 for the questionnaire.

Biographical Information Blank (BIB):

A Biographical Information Blank (BIB) was developed and utilized to support the analysis of the collected data. Demographic details for each respondent were recorded, including age, gender, job tenure, hierarchical level, academic qualifications, and other relevant attributes.

Procedure:

The data for present research was collected from the Delhi/NCR Region. Imparting both online and offline mode, Google form was circulated to obtain the data. A total number of 100 individuals responded to the questionnaires, and out of which 15 responses were discarded as they were incomplete. All participants were clearly informed about the purpose of the research and voluntarily consented to participate. Confidentiality of personal information of the participants was maintained.

RESULTS AND DISCUSSION

A series on parametric test was employed, to test the formulated hypotheses based on broad objectives of the present study, the results were obtained by applying t- test, and correlation to measure the impact and significant difference.

Table 1: Descriptives statistics Overall TI score

						Skewness		Shapiro-Wilk	
	N	Missing	Mean	Median	SD	Skewness	SE	W	p
Overall TI score	85	4	20.3765	21	4.1661	-0.2113	0.2612	0.9862	0.5026

Source: Outputs from Jamovi (Version 2.6.44)

Descriptive statistics were computed for the Overall Turnover Intention (TI) score. The sample consisted of 85 valid responses, with 4 cases missing. The mean TI score was 20.38 (SD = 4.17), and the median was 21.00, indicating a relatively symmetrical distribution. The distribution showed slight negative skewness (Skewness = -0.21, SE = 0.26), suggesting a

minor tendency toward lower TI scores. However, this skewness was within acceptable limits. A Shapiro-Wilk test was conducted further to assess normality. The result was non-significant (W = 0.9862, p = 0.5026), indicating that the data did not significantly deviate from a normal distribution. These findings support the use of parametric statistical tests in subsequent analyses.

Table 2: Socio-Demographic characteristics of respondents

Characteristics	Categories	N	Frequency	Culminative %
Gender	Female	33	38.82%	38.82%
	Male	52	61.18%	100%
Age	21-35yrs	48	56.47%	56.47%
	36-51 yrs	37	43.53%	100%
Hierarchy	Mid Management	68	80.00%	80.00%
	Top Management	17	20.00%	100%
Education Level	Bachelor's	13	15.29%	15.29%
	Master's	72	84.71%	100%
Work Experience with Present Company	0-5 years	76	89.41%	89.41%
	6-10 years	9	10.59%	100%

Source: Outputs from Jamovi (Version 2.6.44)

As depicted in table 1 majority of the respondents were males; 52 (61.18%). This indicates the dominance of males in HR domain across the selected region. 21-35yrs Age group had the highest representation; attributing to a sample count of 48

(56.47%). Hierarchical bifurcation indicated significant mid management populus; 68 (80. %). Educational count of majority of the respondents was master's level 72 (84.71%). Highest count representing work tenure in existing firm was 76 (0-5yrs); 89.41%.

Table 3: Group Descriptive Statistics Independent Samples T-Test (N, Mean, and SD)

Variables	Group	N	Mean	SD
Gender	Male	52	20.2500	4.5670
	Female	33	20.5758	3.5003
Hierarchy (Level of employment)	Mid Management	68	20.2206	3.6848
	Top Management	17	21.0000	5.8095
Education	Bachelors	13	19.3846	4.8052
	Masters	72	20.5556	4.0521
Work Tenure (experience in present company)	0-5yrs	76	20.3289	4.2969
	6-10yrs	9	20.7778	2.9907
Age	21-35yrs	48	20.2500	4.0868
	36-51yrs	37	20.5405	4.3179

Source: Outputs from Jamovi (Version 2.6.44)

Table 3 represents soci-demographic descriptive statistics for overall Turnover Intention score. Independent-samples t-test was applied to compare Turnover Intention score with each demographic variable. Mean comparison Gender: Female respondents reported a slightly higher mean TI score (M = 20.58) compared to males (M = 20.25). This suggests that, on average, women in the sample exhibit a marginally greater inclination toward leaving their current organization. On the other hand, the standard deviation is higher among males (SD = 4.57) than females (SD = 3.50), indicating greater dispersion in TI scores among male respondents. This could reflect more diverse experiences or perceptions of organizational commitment within the male subgroup. Mean comparison hierarchy: Respondents encompassing across Top Management shows a slightly higher mean TI

score (21.00) than Mid Management (20.22), but also a much larger SD (5.81 vs. 3.68), suggesting greater variability in turnover intention among senior leaders. This could reflect diverse motivations at the top level—some may feel highly committed, others may be exploring external opportunities. Mean comparison education: Individuals with a master's degree report higher TI scores (20.56) than those with bachelor's degrees (19.38). This suggest that higher education correlates with greater career mobility or expectations, potentially increasing turnover intention. Mean comparison work tenure: Employees with 6-10 years of tenure show slightly higher TI scores (20.78) than those with 0-5 years (20.33), but the difference is minimal. The lower SD in the 6-10-year group (2.99) suggests more consistency in responses, possibly reflecting a stable mid-career cohort. Mean comparison Age: The

36–51 age group has a marginally higher TI score (20.54) than the 21–35 group (20.25). This indicates that older employees are slightly more inclined toward turnover,

possibly due to plateauing career growth or external opportunities.

Table 4: Independent Samples T-Test

Dependent Variable	Independent Variable	Students T value	df	p	Remarks (0.05 level)
Turnover Intention	Gender	-0.3495	83.0000	0.7276	Significant (p >.05)
	Hierarchy	-0.6878	83.0000	0.4935	Significant (p >.05)
	Education	-0.9319	83.0000	0.3541	Significant (p >.05)
	Work Tenure (experience in present company)	-0.3040	83.0000	0.7619	Significant (p >.05)
	Age	-0.3171	83.0000	0.752	Significant (p >.05)

Source: Outputs from Jamovi (Version 2.6.44)

The above table represents relationship between Turnover intention and demographic characteristics (age, gender, Heirarchy, work tenure and Academic credentials) among the HR professionals in this study. Gender-based differences in turnover intention: T test results indicated no statistically significant difference between male and female participants ($t = -0.3495$, $df = 83$, $p = 0.7276$). Since P value observed at ($p = -0.3495$ $p > 0.05$). the null hypothesis is retained, indicating that gender does not significantly influence turnover intention in this sample. Both groups exhibit moderate TI levels, with comparable medians and overlapping standard deviations. Also suggesting that gender may not be a salient factor influencing turnover intention in the present organizational context. Heirarchy based differences in turnover intention: T-Test comparing TI scores between Mid Management and Top Management yielded a non-significant result too, ($t = -0.6878$, $df = 83$, $p = 0.4935$). Since $p > 0.05$, we fail to reject the null hypothesis, indicating no statistically significant difference in turnover intention across hierarchical levels. Education level-based differences in turnover

intention: The Independent Samples T-Test comparing TI scores between participants with Bachelor’s and Master’s degrees again yielded a non-significant result ($t = -0.9319$, $df = 83$, $p = 0.3541$). Since $p > 0.05$, we fail to reject the null hypothesis, indicating no statistically significant difference in turnover intention based on educational qualification as well. Work Tenure differences in turnover intention: The results indicated no statistically significant difference between the two tenure groups ($t = -0.3040$, $df = 83$, $p = 0.7619$). Since $p > 0.05$, the null hypothesis is retained, indicating that work tenure within this range does not significantly influence turnover intention. This suggests that tenure, within early career stages, may not be a decisive factor in shaping turnover intention. Age differences in TI score T-Test revealed no statistically significant difference in turnover intention scores between the two age groups ($t = -0.3171$, $df = 83$, $p = 0.7520$). Since $p > 0.05$, the null hypothesis is retained, indicating that age does not significantly influence turnover intention within this sample.

Table 5: Pearson's Correlation Matrix

Correlation Matrix							
		Overall TI score	Gender	Age	Education	Hierarchy	Work Tenure
Overall TI score	Pearson's r	—					
	df	—					
	p-value	—					
Gender	Pearson's r	0.0383	—				
	df	83	—				
Age	Pearson's r	0.0185	0.0072	—			
	df	83	83	—			
Education	Pearson's r	-0.0190	-0.1313	-0.0353	—		
	df	83	83	83	—		
Heirarchy	Pearson's r	0.0753	-0.0362	-0.1368	0.3411**	—	
	df	83	83	83	83	—	
Work Tenure	Pearson's r	-0.0529	-0.0366	0.0219	-0.0210	-0.0026	—
	df	83	83	83	83	83	—

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Source: Outputs from Jamovi (Version 2.6.44)

A Pearson product-moment correlation was conducted further to examine the relationships between

overall turnover intention (TI) scores and demographic variables including gender, age, education, hierarchy,

and work tenure. The results indicated that none of the demographic variables were significantly correlated with TI scores at the $p < .05$ level.

- Gender was not significantly correlated with TI scores, $r(83) = .04, p = .73$.
- Age showed no significant association with TI scores, $r(83) = .02, p = .87$.
- Education was not significantly related to TI scores, $r(83) = -.02, p = .86$.
- Hierarchy had a small, non-significant correlation with TI scores, $r(83) = .08, p = .49$. Work tenure was also not significantly associated with TI scores, $r(83) = -.05, p = .63$.

A significant positive correlation was although found between education and hierarchy, $r(83) = .34, p = < .001$, indicating that higher educational attainment is associated with higher hierarchical position.

The results are in line, supporting the findings postulated by Sibiya *et al.*, (2014) indicating Age, work tenure and gender as negative predictors of Turnover intention among working professionals. Also replicating the findings of Choong *et al.*, (2013), on the significant mean difference observed between male and female respondents, implying female employees exhibited a higher propensity to leave compared to their male counterparts. The above findings also support empirical results postulated by Farooq *et al.*, (2022) attributing a negative impact of demographic variable like academic credentials and educational level on employee intention to leave or quit. Tracy *et al.*, (2015) findings also lend empirical affirmation to the results postulated in this study implying, the length of tenure and gender as negatively correlated with an individual's turnover intention. The findings affirm, the theoretical perspective postulated by Soomro (2020) in his literary synthesizes addressing demographical variables as Turnover intention predictors indicating demographic factors like age, gender, hierarchy, education and work tenure as negatively correlated. Both as custodians and employee strategic positioning of HR often places them in ambiguous and emotionally taxing situations. The study explicitly aimed to assess the intent of Turnover prevalent and its interaction with the demographic factors, among HR professionals in NCR Region, the synthesis of the empirical findings stress upon the negative correlation replacing HR staff attributes to loss of institutional knowledge that can delay decision-making and reduce operational efficiency overall. This knowledge gap can postulate larger implication leading to inconsistently in policy enforcement and slower conflict resolution. It may also affect external perceptions of organizational, brand culture and leadership. Therefore, the synthesis of review, affirmed with diverse empirical and non-empirical perspective of authors, indicate need for alignment in interventions aligned with demographic dividends as a key denominator, specifically keeping HR professionals as focal point considering them as vulnerable stakeholders

in need of systemic support, like other departments in an organizational setup.

Limitations and Future Implications

While the present study offers valuable insights into the demographic predictors of turnover intention (TI), several limitations warrant consideration. First, using self-reported data could lead to response biases, especially social desirability effects, which could mask the actual severity of TI among participants. Second, the cross-sectional design limits causal inference; although associations between variables are statistically significant, longitudinal data would be necessary to establish temporal precedence and directionality. Third, the sample was drawn from a specific geographic and organizational context, potentially limiting generalizability to broader populations or other cultural settings. Additionally, while T-test and correlation analyses revealed meaningful patterns, the absence of multivariate modeling (e.g., regression or SEM) restricts the ability to account for interaction effects or mediating variables that may influence TI more holistically. Future research should consider employing mixed method designs to triangulate quantitative findings with qualitative narratives, thereby enriching the interpretive depth of TI dynamics. Longitudinal studies could illuminate how demographic factors interact with organizational changes over time, offering a more nuanced understanding of turnover trajectories.

CONCLUSION

The findings revealed nuanced patterns, using statistical tools such as T-test and Correlation analysis. Research study was explicitly aimed to assess the impact of demographic variables on Turnover intention among HR professionals in Delhi/NCR Region. Key demographic factors including age, gender, hierarchy (level of employment), academic credentials (level of education) and work tenure (experience with present organization) as predictors influencing an individual's desire to exit their current role. The study reveals that a significant portion of HR professionals had a desire to exist their current role, however no specific links was found between Turnover intention and socio-demographic variables as predictors on statistical terms. Notably hierarchy emerged as a potent driver however the impact was minor and not significantly correlated with TI scores. Mean score differences obtained utilizing independent sample T-test revealed female respondents exhibited a marginally greater inclination toward leaving their current organization in comparison to males. On the other hand, mean differences observed at hierarchical level indicated higher desirability to exist among top management in comparison to mid management employees, suggesting greater variability in turnover intention among senior leaders. Another notable observation implying a significant mean difference was observed between the Academic credentials of respondent's suggesting higher education correlated with greater career mobility or expectations, potentially

increasing turnover intention. In conclusion, the study not only sheds light on the statistical relationships between socio-demographic workplace factors and HR turnover but also emphasizes the need for culturally sensitive and demographically informed interventions. By unpacking the layers of turnover intention, organizations can proactively address attrition risks and support a thriving workforce.

REFERENCES

- Akinkuotu, F., Akinyemi, E. O., & Adebisi, T. A. (2020). Perceived socio-demographic factors predicting affective commitment and turnover intent of employees in Nigerian insurance organizations. *Gender & Behaviour*, 18(2), 15487–15494.
- Belete, A. K. (2018). Turnover intention influencing factors of employees: An empirical work review. *Journal of Entrepreneurship & Organization Management*, 7(3), 253–267. <https://doi.org/10.4172/2169-026X.1000253>
- Bothma, F. C., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1), Article #507. <https://doi.org/10.4102/sajhrm.v11i1.507>
- Carmeli, A., & Weisberg, J. (2006). Exploring turnover intentions among three professional groups of employees. *Human Resource Development International*, 9(2), 191–206. <https://doi.org/10.1080/13678860600616305>
- Choi, S. L., & Perumal, P. (2014). Examining the impact of human resource management practices on employees' turnover intention. *International Journal of Business and Society*, 15(1), 111–126.
- Choong, S. N., Leong, C. J., Leong, W. X., Loh, F. Y., & Teo, K. L. (2013). Employees' turnover intention among Gen Y in the fast-food industry. *Universiti Tunku Abdul Rahman Undergraduate Research Project, Faculty of Business and Finance*.
- Chowdhury, M. M. H. (2015). Employee turnover intention: The effects of core self-evaluations, proactive personality, perceived organizational support, developmental feedback, and job complexity. *Human Resource Development International*, 18(2), 116–130. <https://doi.org/10.1080/13678868.2015.1026549>
- Emiroğlu, B. D., Akova, O., & Tanrıverdi, H. (2015). The relationship between turnover intention and demographic factors in hotel businesses: A study at five-star hotels in Istanbul. *Procedia – Social and Behavioral Sciences*, 207, 385–397. <https://doi.org/10.1016/j.sbspro.2015.10.108>
- Farooq, M. S., Lazzari, M., Alvarez, J. M., & Ruggieri, S. (2022). Predicting and explaining employee turnover intention: A cross-national survey and machine learning approach. *International Journal of Data Science and Analytics*, 14, 279–292. <https://doi.org/10.1007/s41060-022-00329-w>
- Fox, J., & Weisberg, S. (2023). *car: Companion to Applied Regression*. [R package]. Retrieved from <https://cran.r-project.org/package=car>.
- Gallup. (2023). *State of the global workplace: 2023 report*. Gallup. <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>
- Guchait, P., & Cho, S. (2010). The impact of human resource management practices on intention to leave of employees in the service industry in India: The mediating role of organizational commitment. *The International Journal of Human Resource Management*, 21(8), 1228–1247. <https://doi.org/10.1080/09585192.2010.483845>
- Gupta, M., & Shaheen, M. (2017). The relationship between psychological capital and turnover intention: Work engagement as mediator and work experience as moderator. *Jurnal Pengurusan*, 49, 117–126. <https://doi.org/10.17576/pengurusan-2017-49-10>
- Hayes, T. M. (2015). *Demographic characteristics predicting employee turnover intentions* (Doctoral dissertation, Walden University). Walden Dissertations and Doctoral Studies. <https://scholarworks.waldenu.edu/dissertations/1538/>
- Jha, S. (2009). Determinants of employee turnover intentions: A review. *Management Today*, 9(2), 26–33.
- Kaya, H., & Abdioglu, H. (2010). An empirical study on employee turnover tendency among tax auditing professionals in Turkey. *Journal of Public Administration*, 43(2), 115–132.
- Lacity, M. C., Iyer, V. V., & Rudramuniyaiah, P. S. (2008). Turnover intentions of Indian IS professionals. *Information Systems Frontiers*, 10(2), 225–241. <https://doi.org/10.1007/s10796-007-9062-3>
- Liu, S., & Onwuegbuzie, A. J. (2012). Chinese teachers' work stress and their turnover intention. *International Journal of Educational Research*, 53, 160–170. <https://doi.org/10.1016/j.ijer.2012.03.006>
- Long, C. S., Thean, L. Y., Ismail, W. K. W., & Jusoh, A. (2012). Leadership styles and employees' turnover intention: Exploratory study of academic staff in a Malaysian college. *World Applied Sciences Journal*, 19(4), 575–581.
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237–240. <https://doi.org/10.1037/0021-9010.62.2.237>
- Ngo-Henha, P. E. (2017). A review of existing turnover intention theories. *International Journal of Economics and Management Engineering*, 11(11), 2760–2767. <https://publications.waset.org/10008789/apa>
- Ngo-Henha, P. E. (2017). A review of existing turnover intention theories. *International Journal of*

- Economics and Management Engineering*, 11(11), 2760–2767.
<https://doi.org/10.5281/zenodo.1316263>
- R Core Team (2024). *R: A Language and environment for statistical computing*. (Version 4.4) [Computer software]. Retrieved from <https://cran.r-project.org>. (R packages retrieved from CRAN snapshot 2024-08-07).
 - Rahman, H. M. M., & Raju, V. (2020). Employee turnover intention through human resource management practices: A review of literature. *International Research Journal of Multidisciplinary Scope*, 1(SI-2), 21–26.
<https://doi.org/10.47857/irjms.2020.v01si02.035>
 - Samad, S. (2006). The contribution of demographic variables, job characteristics and job satisfaction on turnover intentions. *Journal of International Management Studies*, 1(1), 1–12.
 - Sibiyi, M., Buitendach, J. H., Kanengoni, H., & Bobat, S. (2014). The prediction of turnover intention by means of employee engagement and demographic variables in a telecommunications organisation. *Journal of Psychology in Africa*, 24(2), 131–143.
<https://doi.org/10.1080/14330237.2014.903078>
 - Singh, A. P., & Banaras, A. (2015). Role of trustworthy behaviour in turnover intention among front level managerial personnel. *Journal of the Indian Academy of Applied Psychology*, 41(3), 94–102
 - Somers, M. J., & Birnbaum, D. (1999). Survival versus traditional methodologies for studying employee turnover: Differences, divergences and directions for future research. *Journal of Organizational Behavior*, 20(2), 273–284.
[https://doi.org/10.1002/\(SICI\)1099-1379\(199903\)20:2<273::AID-JOB959>3.0.CO;2-X](https://doi.org/10.1002/(SICI)1099-1379(199903)20:2<273::AID-JOB959>3.0.CO;2-X)
 - Soomro, M. A. (2020). Demographics and turnover intentions: Can there be any link? *Annals of Contemporary Developments in Management & HR*, 2(3), 9–14.
<https://doi.org/10.33166/ACDMHR.2020.03.002>
 - Staffelbach, B. (2008). Turnover intentions and the theory of planned behavior. *Journal of Organizational Behavior*, 29(6), 811–828.
<https://doi.org/10.1002/job.505>
 - Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259–293.
<https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>
 - The jamovi project (2024). *jamovi*. (Version 2.6) [Computer Software]. Retrieved from <https://www.jamovi.org>.
 - Victoria, O. A., & Olalekan, A. A. (2016). Influence of job satisfaction and demographic factors on turnover intention among employees in Nigerian banks. *International Journal of Business and Management Studies*, 5(1), 45–58.
 - Wang, Z., Fang, Z., Bao, Y., & Hua, M. (2024). Social media use for work during non-work hours and turnover intention: The mediating role of burnout and the moderating role of resilience. *Frontiers in Psychology*, 15, Article 1391554.
<https://doi.org/10.3389/fpsyg.2024.1391554>

Cite This Article: Praveena Mishra, Amit Kumar, Jyoti Sinha (2025). Exploring Workforce Exit Through Organizational Psychology: A study on Demographic Predictors of Turnover Intention in Indian HR Settings. *EAS J Psychol Behav Sci*, 7(3), 110-118.
