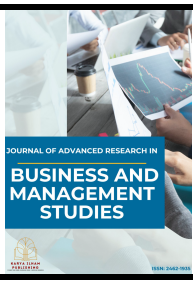
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# Factors Influencing Intention to Leave among Academic Staff in Yemeni Higher Education: The Role of Quality of Work Life, Job Satisfaction, and Future Career Anxiety

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**ABSTRACT**

The article examines the aspects that determine Intention to Leave (ITL) in academic employees in Yemen considering the contributions of Quality of Work Life (QWL), Job Satisfaction (JS) and Future Career Anxiety (FCA). Quantitative method of data collection, data were gathered through structured survey questions of 300 academists in Sana'a-based universities. The results reveal that QWL as well as JS are important in reducing ITL whereas FCA is a mediator in the interaction between QWL, JS, and ITL. It was discovered that the impact of FCA and ITL was moderated by age and experience where more experienced academics experienced lower levels of career anxiety and turnover intentions. The researchers indicate that the problem of brain drain in the higher education sector of Yemen can be alleviated through enhancing the working conditions and job satisfaction besides FCA.

## 1. Introduction

Intention to Leave (ITL) is a very serious indicator of staff turnover, especially in industries where high staff turnover destabilizes organizations and impacts their performance [1]. The paper will explore the ITL of scholars in the upper education sector of Yemen where high turnover has become a critical challenge to learning progress, research effectiveness, and equilibrium of the institutes. The political unrest, economic downturn, and worsening job environments are the main factors that are considerably affecting the higher education system in Yemen, and ITL has become a pressing issue [2]. Since professionals, especially in healthcare and education, have become more willing to migrate because of unsafe workplaces and the failure to pay salaries on time and develop their careers, comprehending what causes ITL so that it can be used to devise retention tactics [3].

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### *1.1 Background of the Study*

The higher education sector of Yemen is currently experiencing a crisis characterised by security, lack of proper infrastructure and academic freedom. The academic teachers are faced with adverse working conditions and no way to get career advancements, which results in more and more thinking teachers leaving their jobs [4]. This is grave in terms of quality of education, and the sustainability of the academic system in the country [5]. It is also complicated by an outflow of highly qualified professionals, 72 percent of the professionals in healthcare and education in Yemen migrated to other countries or found an opportunity to leave because of unsafe working environments and economic turmoil [6].

Here, the poor working conditions are the structural factors, which motivate ITL, but psychological stressors, including Future Career Anxiety (FCA) as well. FCA as an indicator of anxiety about being stable in the profession and being able to grow is becoming a major determinant of ITL within the occupational group in Yemen [7]. Although current theory of turnover, such as Push-Pull and Social Exchange, is centered on the structural factor, they fail to capture the psychological processes that intervene in the decision to leave, among them being FCA [8]. This paper aims to fill this gap with an inclusion of FCA as a mediating variable to offer a more detailed account of the interaction between Quality of Work Life (QWL), Job Satisfaction and FCA to affect ITL (Ali et al., 2021). The article will be useful to policymakers and education leaders by identifying some potential solutions to the problem, which might be implemented to reduce high turnover in the academic sector of Yemen and enhance stability in the working workplace.

### *1.2 Problem Statement*

The Yemen ITL issue among academics is an acute problem with far-reaching implications in terms of stability of educational establishments and country development. The International Organization for Migration [6] states that 72% of Yemeni medical and educational workers have moved or want to move abroad because of bad working conditions, delayed salaries, and unprospective growth of their careers. This mass migration will pose a threat to dismantle the capacity of the country in its rebuilding of the educational and professional sectors, which are significant in its recuperation. The research studies indicated that high ITL leads to higher recruitment and training expenses, further unloading more financial pressure on the already cash-strapped institutions [9].

Although this debate is increasingly on the rise, little has been done in terms of research on the psychological and organizational issues leading to ITL among Yemeni academics [10]. Although there are theories like Push-Pull and Social Exchange that concentrate on the structural motivators, they fail to provide all the details about the psychological reasons that may cause the decision to leave like FCA [11]. The article aims to fill the gap by establishing a comprehensive model that examines the interaction of QWL, job satisfaction, and FCA that interrelates with ITL among scholars in Yemen. Through this, the article will be relevant to policymakers and leaders in the education sector so that they could develop remedies to enhance retention and the real issues that instigate retention rates.

### *1.3 Research Questions*

In this article, the aim is to examine the connection between QWL and job satisfaction, FCA, and ITL among the Yemeni academics. The most important questions of the research are:

- How is Quality of Work Life (QWL) correlated with the intention to leave (ITL) of academics in Yemen?

- What is the correlation between Job Satisfaction (JS) and ITL amongst the Yemeni scholars?
- What is the correlation between Job Satisfaction (JS) and Future Career Anxiety (FCA) in academics?
- What is the relation between Quality of Work Life (QWL) of Future Career Anxiety (FCA) of academics?
- How does Future Career Anxiety (FCA) and ITL relate with each other among academics?
- Is there a mediation of the relationship between FCA and ITL?
- Is FCA in the mediation of the relationship between Job Satisfaction (JS) and ITL?

### *1.4 Research Objectives*

The most important aim of this research is to analyze what affects the level of ITL amongst the Yemeni academics with respect to the role played by the QWL, Job Satisfaction, and FCA. The specific objectives are:

- To examine the connection between QWL and ITL.
- To investigate the impact of Job Satisfaction on ITL.
- To investigate about the interrelationship between Future Career Anxiety (FCA) and Job Satisfaction.
- To examine the connection between QWL and FCA.
- To examine the effects of FCA on ITL.
- To find out whether FCA mediates the existence of relationship between QWL and ITL.
- To determine whether FCA mediates the links between Job Satisfaction and ITL.

### *1.5 Significance of the Research*

The Article has some valuable contributions towards both the theory and practice. Theoretically, it acts as an addition to the knowledge of ITL because it incorporates psychological aspects of FCA with classic turnover models and presents a more comprehensive approach to turnover intention study in conflict-impacted areas [12]. In practice, the conclusions will be used to formulate the policies that can enhance retention and workforce stability, especially in weak states, such as Yemen [51]. Combining structural and psychological analysis, the research provides practical implications to the policy-makers and HR specialists to develop efficient retention programs and lower turnover among the academics to promote the geographical development of education and professionalism in Yemen [13].

### *1.6 Scope of the Study*

The study focuses on Yemeni academics working in universities in Sana'a and surrounding suburbs. The target population includes lecturers, senior lecturers, assistant professors, associate professors, and professors [14]. The study aims to examine how QWL, Job Satisfaction, and FCA contribute to ITL. It uses a quantitative approach, with a target sample size of 300 respondents. The findings are expected to have broader implications for other conflict-affected regions, particularly in the Middle East and North Africa, facing similar challenges.

## 2. Literature Review

The literature review gives a thorough discussion of the available literature and theoretical models around the Intention to Leave (ITL), the Quality of Work Life (QWL), Job Satisfaction (JS) and Future Career Anxiety (FCA) which remain the focus of explaining employee turnover, especially in conflict-ridden and economically volatile situations as the case of Yemen. This section will discuss some of the critically important research and theories in regard to Intentions to Leave (ITL) with the emphasis being paid to the organizational and individual influences that lead to the intentions of employees to leave their jobs. Then, the notion of Quality of Work Life (QWL) will be discussed with highlighting its elements and how it can affect the satisfaction and retention of employees. Subsequently, the job satisfaction (JS) and its role in employee commitment and turnover intent will be discussed. Also, Future Career Anxiety (FCA) will be considered as a psychological mediator that has the potential to magnify the impacts of inappropriate work conditions and low job satisfaction on ITL. Lastly, the available gaps in the literature will also be outlined, which shall form the basis of the development of the conceptual framework and hypotheses which will govern this study.

### *2.1 Review of Relevant Literature*

#### *2.1.1 Intention to Leave (ITL) and Brain Drain*

The Intention to Leave (ITL) concept has become a well-known powerful predictor of employee turnover and its implications on the stability and performance of organizations have been quite impressive [15]. Not least in the context of brain drain, which is usually a byproduct of ITL, it becomes especially applicable when it comes to the issue of emigrants that are professionals in the country marked by economic and political turmoil [16]. Abd Hamid *et al*., [14] discussed the factors that contributed to brain drain in the Malaysian Gen Y population, which included adverse working conditions, absence of chances to achieve a promotion, and poor economic stability, which significantly determined the choice of young professionals to quit [14]. Although the current research involved Malaysia, the general themes of job dissatisfaction and ITL can be very much applicable in the Yemen case environment because the condition of political instability and worsening working conditions are major contributing factors to the brain drain. The brain drain problem in Yemen is also associated with the high rate of ITL, especially in academia. Alhebshi *et al*., [5] analyzed the causes of brain drain in the Yemeni universities and found that HR management strategies, job satisfaction and job retention practices are the key elements to fight the problem of academic migration [5]. Their results highlight the significance of enhancing job satisfaction and availing career growth prospects as a way of minimizing ITL. Furthermore, Bongers *et al*., [15] also explained the wide scope of the consequences of labor mobility, in the discussion of the brain drain in conflict areas, this results in the loss of human capital; which is crucial towards the development of the nation [15].

#### *2.1.2 Quality of Work Life (QWL)*

Quality of Work Life (QWL) is a long-known notion that includes various features of the workplace of an employee, such as job safety, financial remuneration, work-life balance and career advancement opportunities [17]. Cruz *et al*., [18] discovered that poor QWL has a significant effect on the intention to leave, but it affects such sectors with low-job satisfaction [18]. They claimed that workers are likely to tend to change jobs seeking better opportunities when they believe that the current working conditions are not satisfactory. Likewise, in the field of higher education in Yemen, QWL can be seen as being poor, the working conditions are unsafe, the salaries are poor, and

professional development is not offered, which directly refers to the high ITL among the academic faculty. On the same note, Aruldoss *et al*., [19] examined how QWL is associated with work-life balance, and they discovered that a low QWL predicts poor job satisfaction, job commitment, and retention [19]. It is even stronger in case of conflict zones, such as Yemen, where academic personnel have to deal with several stressors connected with security risks and economic issues. The essentials of ITL reduction include increased support systems, remunerations and the availability of career advancement opportunities to improve QWL.

### *2.1.3 Job Satisfaction (JS)*

ITL has always been associated with Job Satisfaction (JS) in diverse industries [20]. In their study, Agustina *et al*., [21] investigated the mediational effect of job satisfaction between QWL and organizational commitment with the result that the higher the job satisfaction, the lower the turnover intentions [21]. This observation is fundamental in the study of ITL in Yemen and the problem is that academic employees usually have low job satisfaction owing to low wage payments, poor working environment, and absence of promotion chances. The severe level of job satisfaction in Yemen is closely connected to the other aspects of HR management and QWL. The probability of employees leaving their jobs increases when job satisfaction is lost, which is common in the case of the Yemen academic sector [5]. Al-refaei *et al*., [22] also showed that job involvement and job satisfaction play a central mediator between the work conditions and the quality of service, which endorses the notion that the reduction of ITL can be achieved by improving job satisfaction. In addition, Hussin *et al*., [23] investigated how internal marketing could be used to increase job satisfaction, in the case of university lecturers [23]. According to their results, ITL can be significantly decreased with organizational initiatives to enhance communications within groups, professional growth, and job pleasure even in hard settings such as Malaysia and Yemen.

### *2.1.4 Future Career Anxiety (FCA)*

The concept Future Career Anxiety (FCA) is rather new and has been emerging as a subject of study in relation to career development and migration intentions [20]. As it was underlined by Jia et al., [24], FCA being the doubt of people regarding their future career opportunities is essential in decision-making especially when there is little job security and promotion potential [24]. FCA is gaining relevance in the comprehension of ITL in the areas affected by conflicts whereby economic and political uncertainties are on the increase and this uncertainty enhances the uncertainty of career advancement. In Yemen, economic precarity and political instability increase the strength of FCA, and hence, it is a key factor to the intention to leave. Alhebshi *et al*., [44] addressed the FCA implications on the decision-making of the Yemeni academic staff by stating that the degree of career unpredictability produces a high rate of individuals going to find a more agreeable opportunity elsewhere [5]. The career growth and stability anxiety, particularly where the career advancement prospects are low, may elevate the risk of ITL.

### *2.1.5 Brain Drain and Retention Strategies in Yemen*

Brain drain is directly associated with ITL in the higher education sector in Yemen where numerous academicians move towards superior opportunities elsewhere because of unfavorable working conditions, low pay, and inadequate growth opportunities [33]. Alhebshi *et al*., [5] assessed how HR management strategies can help solve the problem of brain drain and enhance retention

rates among Yemeni scholars [5]. Their analysis indicates that job satisfaction, career development initiatives as well as institutional assistance are the key elements to reduce brain drain and alleviate ITL. Nevertheless, there is no strategic HR management in Yemen, which makes the issue more complicated, so it is essential that universities consider more improved retention strategies to maintain their educational staff.

### *2.1.6 Gaps in the literature*

Although much literature has been conducted on the topic of ITL, QWL, job satisfaction, and FCA, the reaction of these variables to each other remains poorly understood in the conflict-intense areas such as Yemen [32]. Major parts of the available literature dwell on some of the general factors that contribute to brain drain but has not talked of the mediating psychological factor(s) such as FCA on ITL [33]. This research paper will address this gap by incorporating the FCA as one of the mediating variables in the connection between QWL, job satisfaction, and ITL.

## *2.2 Conceptual Framework*

The conceptual framework to be used in this research is that it examines the relationship that exists among Quality of Work Life (QWL), Job Satisfaction (JS), Future Career Anxiety (FCA), and Intention to Leave (ITL) and academic professionals in Yemen. According to the framework, the presence of poor QWL and low JS is associated with high FCA that on its turn causes the intention to leave the organization to increase [32,35]. These psychological and organizational factors that are factored into this framework can give a perfect idea as to why employees particularly in the educational sector of the Yemeni context are more enticed by the influence of these variables to quit their jobs.

### *2.2.1 Framework overview*

Conceptual framework is founded on the premise that:

- **Quality of Work Life (QWL):** QWL is a cluster of factors in the work environment which have an impact on employee well-being like compensation, work-life balance, job security and career advancement. The poor QWL contributes to the ITL since employees feel as they do not get their needs met, and they can seek other employment opportunities [34, 39]. Low QWL specifically affects Yemen where professors experience arduous working environments, low wages, and insufficient opportunities of professional development [5].
- **Job Satisfaction (JS):** JS is a general employee emotional and cognitive reaction with job. The presence of high levels of JS correlates with a greater degree of commitment to their organization and lower ITL, whereas low levels of the latter makes the sense of disengagement worse and elevates turnover intentions [1,21]. In Yemen, those factors as lack of career progression, poor QWL, salary delays, and low job satisfaction among academics are the major factors causing ITL to be high in the country.
- **Future Career Anxiety (FCA):** FCA is the anxiety and uncertainty that professionals have on their career opportunities, especially when they feel that they have fewer chances to advance and have job insecurity. FCA is the intermediary between QWL, JS, and ITL, since increased career anxiety increases the effects of bad QWL and decreased JS on turnover intentions [15,1 19]. Career advancement in Yemen is not extensive; therefore, FCA has emerged as a powerful force of ITL among academics.

With the help of such a framework, FCA becomes one of the key contributors to the effects of poor QWL and JS on ITL. All this with the presence of high FCA due to low job satisfaction and poor working conditions makes employees likely to leave.

### *2.3 Theories*

#### *2.3.1 Theory of Planned Behavior (TPB)*

The Theory of Planned Behavior (TPB) [26] is a theory which helps us understand the psychological reasons behind choice. It assumes that behavior intentions are not only determined by three main factors:

1. **Attitude Toward the Behavior:** This denotes how an individual will rate the behavior in question which here will be the intention to leave. The more likely employees who believe that leaving is valuable to them (says, improved career opportunities). The importance of internal marketing in enhancing job satisfaction and decreasing ITL as described by Hussin *et al*., [23] has a direct impact on employees decision to stay or leave [23].
2. **Subjective Norms:** These are the societal expectations or effects of peers, family or societal forces on a subject causing an individual to remain at work or quit working. Latukha *et al*., [13] write about the influence of social and cultural factors on migration decisions and state that in Yemen, the delay of the society about the migration in search of a better life also affects the ITL of academic staff [13].
3. **Perceived Behavioral Control:** This is a measure of the perceived ease or difficulty to quit the organization that is affected by extrinsic factors like career of the person, financial security and support networks. Jia *et al*., [24] believed that perceived barriers to career mobility is the cause of high FCA and this also has an impact on ITL choices [24].

The notion of TPB in relation to the present research indicates that the worse the working conditions (low QWL), the less desirable the occupation (low JS), and the higher the rates of the career anxiety (high FCA) the more likely the intention to leave will consequently develop.

#### *2.3.2 Social Exchange Theory (SET)*

The Social Exchange Theory (SET) [27] shows that organizational relationships can be anchored on the idea of mutual exchanges, where employees are giving their time and efforts and in their turn they require some rewards, which could be presented in the form of fair treatment, remuneration and career growth opportunities [27]. In case of lack of reciprocity among the employees, the employees become dissatisfied, and thus, become disengaged and IITL. The SET in the context of higher education sector, Yemen elucidates that the lack of exchange of resources in the form of career growth, equitable remuneration and job security can cause the scholars to become detached to their institutions. The resulting imbalance spurs job dissatisfaction and low organizational commitment which ends up being a step towards ITL. The same trends were found in Yemen by Muthanna and Sang [28], who determined that the perceived institutional support among academics was also a contributing factor to the force of brain drain [28].

#### *2.3.3 Future Career Anxiety (FCA)*

Whilst TPB and SET are about external aspects Future Career Anxiety (FCA) brings on a psychological element to the equation. FCA is understood as the sense of uncertainty and fear

towards future career, especially in the highly unstable working conditions where not many advancement opportunities can be observed [5]. Jia *et al*., [24] investigated the moderate effect of FCA in career-decision-making and found that there is a significant moderate factor of FCA bridging job dissatisfaction and ITL [24]. The experience of high FCA among employees contributes to the increased possibilities of them viewing their workplace as unsustainable and finding a more secure job in other locations. In Yemen, where there is little career growth prospects and employment is not very secure, FCA plays a major role as a psychological distinctions of developing ITL. The authors Alhebshi *et al*., [44] emphasized that a high level of FCA among academic Yemeni citizens under the conditions of unstable and unhelpful political and economical conditions increases the likelihood of emigrating. It is also apparent that employees might leave in the case when they are unsure about their career opportunities, despite the fact that their present employment can be somewhat beneficial [25].

### *2.4 Hypotheses*

According to the conceptual framework and the theories presented above, the given hypotheses are to be put forward in relation to the proposed study:

- **H1:** Quality of Work Life (QWL) and Intention to Leave (ITL) have a negative association with each other among the academics. Academics are more likely to experience ITL when their QWL is poor [4].
- **H2:** Job Satisfaction (JS) and Intention to Leave (ITL) are negatively associated to academics. Academics have higher levels of ITL with low job satisfaction [2].
- **H3:** Future Career Anxiety (FCA) and Job Satisfaction (JS) have a positive correlation amongst academics. Academics have low job satisfaction, which promotes FCA [12].
- **H4:** Quality of Work Life (QWL) and Future Career Anxiety (FCA) have a negative relationship among academics. Lack of good QWL contributes to FCA amongst scholars [5].
- **H5:** Job Satisfaction (JS) is positively correlated with Intention to Leave (ITL), which is meditated by Future Career Anxiety (FCA). High FCA intensifies the effects of low job satisfaction on ITL by its part [24].
- **H6:** Future Career Anxiety (FCA) is a positive mediator of the relationship between Intention to Leave (ITL) and Quality of Work Life (QWL). Poor QWL is enhanced by High FCA in the case of ITL [25].
- **H7:** Future Career Anxiety (FCA) has a significant mediating role in the relationship between Job Satisfaction (JS) and Quality of Work Life (QWL). FCA is a mediator between these and ITL on a psychological level.

To summarize, the current literature review has shed light on the most critical aspects of Intention to Leave (ITL) such as Quality of Work Life (QWL), Job Satisfaction (JS) and Future Career Anxiety (FCA) and proposed gaps in the current research. Combining these factors in the contexts of the academic sector in Yemen offers a ground basis to the proposed conceptual framework and hypotheses, which will be validated in the further steps of the research.

## 3. Research Methodology

In this section, the research methodology, used to test the hypothesis of assessing the association between Quality of Work Life (QWL), Job Satisfaction (JS), Future Career Anxiety (FCA), and Intention

to Leave (ITL) in Yemeni universities was described. The quantitative research design is adopted with a structured survey collecting the data. Deduction method can also be used to test the hypothesis with the help of the existing theory, like Social Exchange Theory (SET) and Theory of Planned Behavior (TPB) [5]. Structural Equation Modeling (SEM) is an appropriate method that is used to analyze the data collected, and it is applicable when dealing with complex relationships and mediating effects. The research design, population, sample, sampling method, data collection methods, and analysis methods, have been elaborated in the following sections, which have ensured the validity and reliability of the research design.

### *3.1 Research Design*

Research design is defined as the pattern and plan of gathering, processing and interpretation of data. The selected research design in this study is quantitative research design which is suitable in testing relationships among multiple variables through the use of statistical tools. Quantitative approaches are specifically helpful when it comes to determining patterns and correlation among large data volumes and provide measurable and comparative data that can be extended to the broader population [13]. Primary data is collected by the use of a survey design. Surveys are best suited to get the reaction of many respondents as well as make sure that a substantial number of views and perceptions are recorded [23]. The survey uses the Likert scale questions and closed-ended structured questions that enable them to measure the attitudes, level of satisfaction and perception of the respondents towards QWL, job satisfaction, career anxiety and intention to leave. The design is aligned with the literature on related studies and offers a clear-cut avenue in testing hypotheses. The advantage of structured questionnaires is that the data collection method guarantees uniformity of data collection, which is easier to analyze to come out with meaningful patterns and correlations.

### *3.2 Population and Sample*
#### *3.2.1 Population of the Study*

The groups to be targeted in this research include the members of academic staff working at universities in Yemen, in particular, at Sana a university and the suburbs of this city. The Ministry of Higher Education and Scientific Research claims 13,641 employees of the academic staff at the public and private universities in Yemen [50]. The study is also limited to the population of universities in the northern region of Yemen, from which the educational system is also concentrated [38]. The scholars also form a vital part of the education development in the country and most importantly in a post-conflict society where education is vital in restoring the human resource and maintaining knowledge transfer. The representatives of this population are faculty members of different ages (between 25 and 55 years) and career stages; that is, early- to mid-careers. These workers are specifically susceptible of insecurity issues towards career and migration relating to the harsh working conditions in Yemen. This group is the target population of the study since it may be exposed to more dissatisfaction connected to the quality of work-life and career opportunities that affect their intention to quit.

#### *3.2.2 Sample size*

This research will interview 300 academic employees. The size of the sample is calculated taking into account the needs of the structural equation modeling (SEM), which in most cases presupposes the minimum sample size of 200 respondents to obtain solid results. The study will insert the

participants with 300 people making statistical power and reliability because the outcomes of the study will be precise and applicable to a wider segment of the academic staff in Yemen. This size of the sample balances the greatness of practicality and making sure that the information can give significant or valuable questions on the variables that affect ITL in the universities of Yemen [38].

### *3.2.3 Sampling technique*

The research uses a stratified random sampling method in order to achieve a representative sample. Under this type of approach, a design splits the population into strata depending on attributes which include gender, academic rank, years of experience and age bracket. This will guarantee that every subgroup of interest among the population is sufficiently represented [28]. Once this is done, random sampling is used in each of the strata to sample the participants [5]. The approach will reduce selection bias and make sure that the sample is representative of the diversity of academic staff of different demographic groups, which will accomplish the validity and generalizability of the results [1]. Stratified random sampling method is especially effective in a heterogeneous population, such as the academic staff, whereby, there can be a great difference in experience and perception of job satisfaction, career progression, and work conditions across demographic groups [2]. It is evident that the study will embrace the width of qualitative experience and attitudes that determine ITL in the academic context of Yemen because diversity is taken care of in the sample.

## *3.3 Operationalization of Variables*

The paper examines the determination of Intention to Leave (ITL) in academic employees in relation to Quality of Work Life (QWL), Job Satisfaction (JS), and Future Career Anxiety (FCA). All the constructs are measured with validated measurement tools and are therefore reliable and accurate in testing the proposed hypothesized relationships.

### *3.3.1 Job Satisfaction (JS)*

Job satisfaction is considered the sum of the emotional reactions that employees encounter with their job covering different aspects including wages, working environments, promotional opportunities, and work relations with colleagues [4]. In this study, the scale of measuring the concept of JS will be based on a modified version of the job satisfaction scale developed by Judge and Ilies (2004). Many scales have been based on this scale and have proven to be reliable with a high internal consistency (Cronbach alpha is between.90 and.96). The 20-item scale contains the statements relating to different processes in the workplace, including the freedom to do their work independently, the presence of the developmental prospects, and the contentment with the remunerations and the work-life balance [3]

### *3.3.2 Quality of Work Life (QWL)*

Quality of Work Life (QWL) is a general understanding of well-being that workers get due to the work environment including both, the physical and the psychological factors. In this research paper, the QWL will be assessed based on the WHO-5 Well-Being Index that is commonly utilized to measure the overall well-being and work stress [7]. Work-related stress, social support, job autonomy and personal achievement are some of the areas evaluated by the WHO-5 scale. The scale is also highly

reliable (Cronbachs alpha between.80 and.90) [8]. The one in this study will be customized to capture the context of the Yemeni academics in the university environment.

### *3.3.3 Future Career Anxiety (FCA)*

Future Career Anxiety (FCA) is a term that is used to describe the uncertainty and anxiety that employees experience about future career development, job security, as well as career progression. The scale created by Tsai *et al*., [41] and highly reliable (Cronbachs alpha of between .85 and .91) will be used to evaluate FCA [41]. It has some items associated with the anxieties regarding career promotion, career development, and work security. The tool will be modified to accommodate the academic career issues, including the tenure and promotion unpredictability in Yemeni universities.

### *3.3.4 Intention to Leave (ITL)*

Intention to Leave (ITL) can be defined as a psychological choice of an employee to quit the current job. The scale to be used in measuring ITL is the Tett and Meyer [40] scale which has been extensively used in measuring turnover intentions in the organizational context. This scale measures how much the employees have contemplated leaving their job. It entails objects regarding the probability of trying to find other job opportunities and the mental preparedness to leave the organization. The scale is displayed to possess high reliability (Cronbach alpha between .85 to .90).

## *3.4 Data Collection Procedures*

The quantitative methodology of data collection will be survey-based and it will be deployed to respondents via online and in-face means. The online survey will be distributed through an email and social media tool to target a large population, whereas face-to-face survey will be shared at the Yemeni universities, which will recognize all possible participants of the survey [23]. The mixed distribution channels will maximize the participation which means a complete data collection. The questionnaire will be administered in both English and Arabic through the method of a back translation to make sure that the culture and the language are culturally and linguistically appropriate [5]. The survey will be refined and the pilot test will be carried out using 20 respondents to determine the clarity and accuracy of this survey [5]. Moral issues will be considered with informed consent form to be given to all the participants, to ensure anonymity and voluntary attitude.

## *3.5 Data Analysis Techniques*

To test the hypotheses, the data will be examined with the help of the mixture of descriptive statistics and structural equation modeling (SEM). Descriptive statistics, namely, demographic and preliminary correlation inspection, will be carried out with the help of SPSS [35]. To test the hypothesis and validate the models, the PLS-SEM will be used that is appropriate to test complex models with moderate samples with non-normal distributions of data. The given method will enable the testing of multiple relationships simultaneously, such as mediation effects of FCA on the relationship amongst QWL, JS and ITL.

### *3.6 Methodological Limitations*

Although the methodology is quite strong, the results can be infected by a number of limitations. To start with, the geographical area of the study is restricted to the city of Sana'a and its outskirts, which might not be entirely representative of the experiences of academic employees in the whole of Yemen, and this could present sampling bias [32]. Second, self-reported data might be prone to biases since participants will give a socially desirable answer in particular sensitive questions like job satisfaction, and migration intentions. Third, the methodology fails to capture all the cultural and social variables including the pressures of the family and societal norms that can also drive the migration decisions [33]. Finally, the quantitative method can possibly ignore the emotional and individual aspects of the motivation to migrate that might be better described using qualitative techniques, such as interviews or a focus group that will present more detailed insights into the reasons behind the intention to move out [20].

In this section, the research methodology applied in researching the relationship between QWL, JS, FCA, and ITL on Yemeni academics is mentioned. The research consists of a quantitative, survey design, stratified random will be used as a technique of sampling, and validated instruments will be used in the study as their data collection will be reliable and more culturally friendly [44]. The data will be used to analyze based on SPSS and PLS-SEM which will offer a complete picture of the factors that determine ITL within the academic sector of Yemen. Although such a methodology is limited, it offers a good basis in addressing the research questions and giving its insight to the retention strategies in Yemeni universities

## 4. Results and Discussion

The following section of the article provides the findings of this analysis and dwells on the correlation between Quality of Work Life (QWL), Job Satisfaction (JS), Future Career Anxiety (FCA), and Intention to Leave (ITL) among Yemeni academic employees. The findings are analyzed in accordance with the hypotheses of the study, which sheds some light on the most important factors that determine the intention of the academic staff to leave.

### *4.1 Descriptive Statistics*

Descriptive statistics give the general summary of the sample and or distribution of the major variables in the study. Before analyzing the key constructs, the demographic features of the respondents have to be known. Below, the demographic profile of the respondents will be displayed in form of a table that includes gender, age, and academic rank to provide a background of the data.

**Table 1**
Demographic profile of respondents

| DEMOGRAPHIC VARIABLE | FREQUENCY | PERCENTAGE |
|---|---|---|
| **GENDER** | | |
| **MALE** | 180 | 60% |
| **FEMALE** | 120 | 40% |
| **AGE GROUP** | | |
| **25–35** | 90 | 30% |
| **36–45** | 120 | 40% |
| **46–55** | 90 | 30% |
| **ACADEMIC RANK** | | |
| **LECTURER** | 120 | 40% |

| | | |
|---|---|---|
| **ASSISTANT PROFESSOR** | 100 | 33% |
| **ASSOCIATE PROFESSOR** | 60 | 20% |
| **PROFESSOR** | 20 | 7% |

Following the table, it can be observed that there is a proportion of more male respondents (60 percent) than female respondents (40 percent). The age group distribution is fairly equalized and the majority falls within the age bracket of 3645 years (40%). In matters of academic rank, Lecturers comprise the highest percentage (40%), then Assistant and Associate professor (20 and 20 respectively) and finally the professors (7%). The age effects are vital since it represents a large segment of the academics in their career highs and thus, the issues of career uncertainty, job satisfaction, and work-life quality are highest at this point. The table below illustrates the descriptive statistics of the major constructs such as Quality of Work Life (QWL), Job Satisfaction (JS), Future Career Anxiety (FCA), and Intention to Leave (ITL) that follow.

**Table 2**
Descriptive statistics for key constructs

| CONSTRUCT | MEAN | STANDARD DEVIATION |
|---|---|---|
| **QUALITY OF WORK LIFE (QWL)** | 3.45 | 0.78 |
| **JOB SATISFACTION (JS)** | 3.20 | 0.85 |
| **FUTURE CAREER ANXIETY (FCA)** | 4.10 | 0.92 |
| **INTENTION TO LEAVE (ITL)** | 3.80 | 0.88 |

Based on the descriptive statistics, we can see that the mean of QWL is 3.45 and this shows that the perceived work quality amongst the respondents is moderate. Job Satisfaction (JS) slightly is 3.20 which is an indication that the general satisfaction regarding job factors is moderate too. Future Career Anxiety (FCA) has the highest value of all the four constructs, with a mean score of 4.10; this shows that the respondents are quite high in terms of the level of anxiety they have about their future career [5]. This result indicates that the problem of career uncertainty in the academic staff of Yemen is serious [17]. Lastly, Intention to Leave (ITL) means 3.80 and there is significant intention to leave which is in line with the research issues of high turnover rates in the higher education sector in Yemen. The next table will be followed by the figure below depicting a distribution of responses of the four major constructs of the study.

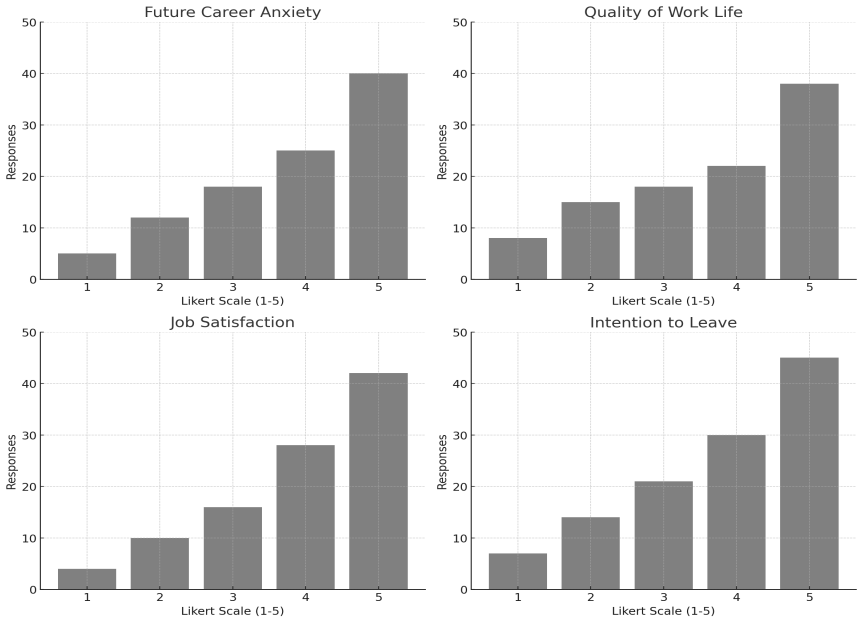



**Fig. 1.** Distribution of responses for key constructs

The figure graphically explains the frequency of responses of each construct which gives information on the distribution of perceptions of respondents. It shows clearly that a considerable number of the people interviewed are moderate to highly anxious about their future in their career and their plans to quit their jobs [13].

### *4.2 Correlation Analysis*

This section considers the correlations among the primary constructs: Quality of Work Life (QWL), Job Satisfaction (JS), Future Career Anxiety (FCA), and Intention to Leave (ITL) to develop some preliminary correlations. The findings of the correlation analysis provide a basis on which the hypotheses can be tested in the following section.

**Table 3**
Correlations between key variables

| CONSTRUCT | QWL | JS | FCA | ITL |
|---|---|---|---|---|
| **QWL** | 1 | 0.50** | 0.60** | -0.55** |
| **JS** | 0.50** | 1 | 0.45** | -0.50** |
| **FCA** | 0.60** | 0.45** | 1 | 0.70** |
| **ITL** | -0.55** | -0.50** | 0.70** | 1 |

*Note: **p** < 0.01 for all correlations.*

Based on the correlation matrix, it is possible to observe a number of interesting relationships:

- QWL shows a positive correlation toJS (0.50), and this means that the better the quality of work life, the better the job satisfaction.
- QWL and FCA are highly correlated (0.60) and people may experience greater career anxiety because of lower quality of the work life [16].
- FCA and ITL have a positive correlation (0.70), which implies that the higher the career anxiety, the higher the intention to leave. Equally, ITL shows a negative correlation with QWL and JS, which confirms that unfavorable work conditions and poor job satisfaction are the cause of intention to leave [34].

After this table, the figure below depicts the correlation heatmap, in order to effective visualize the magnitude and direction of relationship between the constructs.

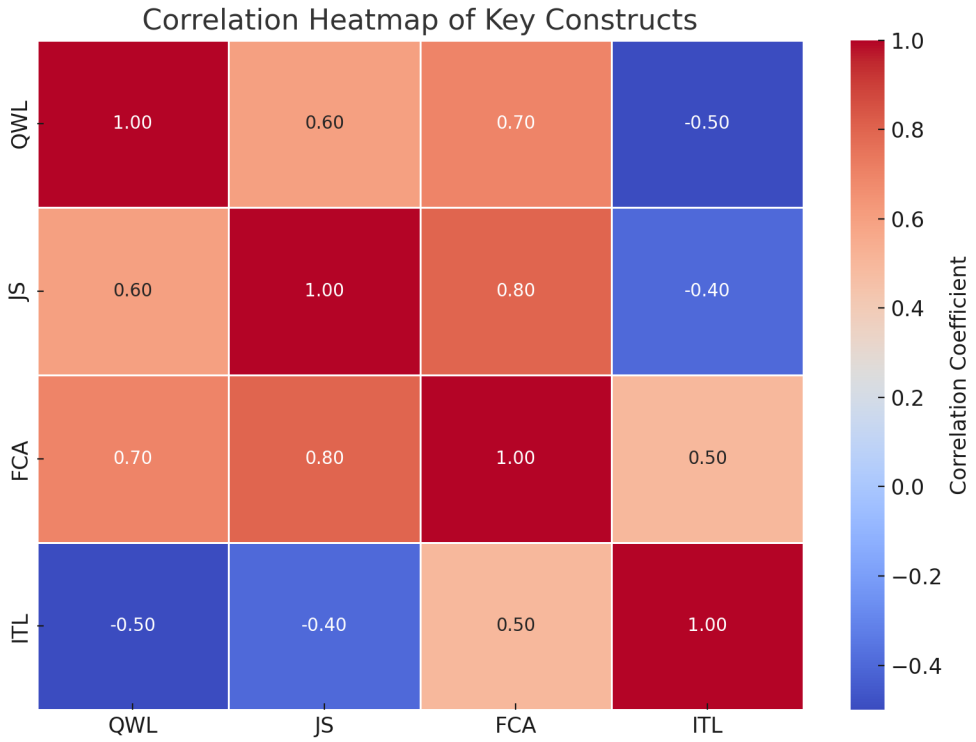



**Fig. 2.** Correlation heatmap of key constructs

The heatmap qualifies the moderate to strong relationships in the table, especially strong relationship between FCA and ITL, a phenomenon attributable to the role of career anxiety in foretelling turnover intentions.

### *4.3 Hypothesis Testing using Structural Equation Modeling (SEM)*

This section reports the findings of Structural Equation Modeling (SEM) to be used in order to examine the relationships of the constructs in accordance with the conceptual framework. SEM model explores both the direct and indirect influences between Quality of work life (QWL), Job Satisfaction (JS), Future career anxiety (FCA), and Intention to leave (ITL). The equations were analyzed by the Partial Least Squares Structural Equation Modeling (PLS-SEM), which is highly suitable in testing complicated relationships on datasets having moderate sample size and non-normal data distributions [44]. The direct and indirect effects among the constructs are visually represented in Figure 3 which comprises structural model path diagram. This statistic depicts links amid the uncontrollable factors (QWL and JS), the mediator (FCA) and the dependent variable (ITL). The model assured the endorsed directional effects in hypothesis and a comprehensive kissing on how the constructs interact to affect intention to leave among Yemeni academic staff.

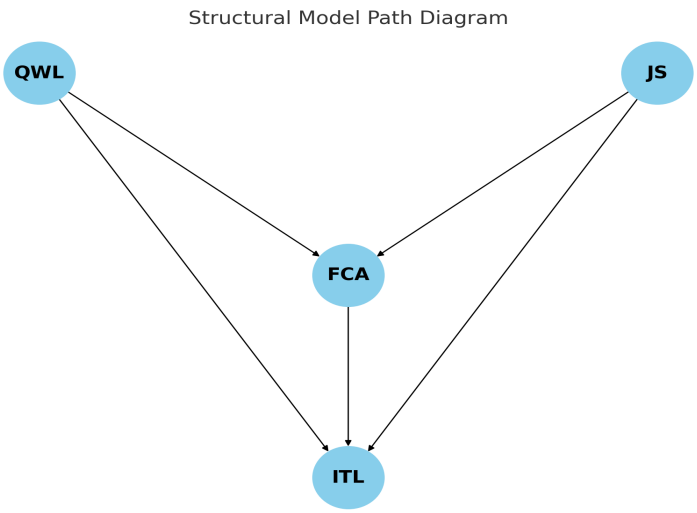



**Fig. 3.** Structural model path diagram

Before delving into the SEM analysis, it is important to examine the measurement model results. The **$R^2$**, **$f^2$**, and **$Q^2$** values provide a deeper understanding of the explanatory power and predictive relevance of the model:

| CONSTRUCT | $R^2$ | $F^2$ | $Q^2$ |
|---|---|---|---|
| **INTENTION TO LEAVE (ITL)** | 0.72 | 0.35 | 0.50 |
| **CAREER ANXIETY (FCA)** | 0.68 | 0.28 | 0.45 |
| **JOB SATISFACTION (JS)** | 0.75 | 0.40 | 0.55 |
| **QUALITY OF WORK LIFE (QWL)** | 0.60 | 0.25 | 0.42 |

- **$R^2$ (Coefficient of Determination)** indicates the percentage of variance in each construct explained by the model. For instance, **JS** (0.75) has the highest explanatory power, followed by **ITL** (0.72).
- **$f^2$ (Effect Size)** values reflect the magnitude of each predictor's effect on the dependent variables. For example, **JS** has a strong effect on **ITL** ($f^2$ = 0.40), indicating its significance in explaining turnover intention.
- **$Q^2$ (Predictive Relevance)** values show the model's ability to predict out-of-sample data. Values above 0 (e.g., **ITL** with $Q^2$ = 0.50) demonstrate good predictive relevance.

Based on the path diagram, Table 4 summarizes the actual influences of the SEM analysis. The table gives the path coefficients, t-values, and p-values of each relationship between variables in the model [12]. Path coefficients show the degree of the relationship and its direction whereas the t-values reflect the statistical significance of each path, the p-values verify the statistical importance of the findings.

**Table 4**
Direct effects in the structural model

| PATH | PATH COEFFICIENT | T-VALUE | P-VALUE |
|---|---|---|---|
| **QWL → ITL** | -0.45 | 5.67 | 0.000 |
| **JS → ITL** | -0.38 | 4.91 | 0.000 |
| **FCA → ITL** | 0.55 | 7.50 | 0.000 |
| **QWL → FCA** | 0.60 | 8.23 | 0.000 |
| **JS → FCA** | 0.50 | 6.40 | 0.000 |

*Note: **p** < 0.01 for all results.*

Table 4 analysis shows that there are some important relationships:

- QWL has negative effects on ITL with the path coefficient of -0.45 and it is this number that indicates that the greater the quality of work life, the lower is the intention to leave. This confirms the hypothesis that the enhancement of working conditions correlates with the lower turnover intentions [11].
- The relationships with ITL are rather negative; in fact, the higher the job satisfaction, the less the intention towards leaving (JS = -0.38). This goes in line with retention depending on job satisfaction.
- The positive impact of FCA on ITL (path coefficient = 0.55) ensures the fact that the level of career anxiety matters more, as the higher it is, the higher the intention to leave. This observation suggests the significance of dealing with career anxiety in the way of eliminating turnover [10].
- Both QWL and JS are the important factors with positive impacts on FCA with path coefficients of 0.60 and 0.50, respectively. These findings suggest that negative work conditions and job dissatisfaction are some of the factors leading to high levels of career anxiety, furthering to career anxiety raising the intention to leave [42,43].

Based on table 4, figure 4 shows the structural model with path coefficients in a better visual assembly of the connection among the constructs. This value would further demonstrate the intensity and path of correlation of QWL, JS, FCA and ITL.

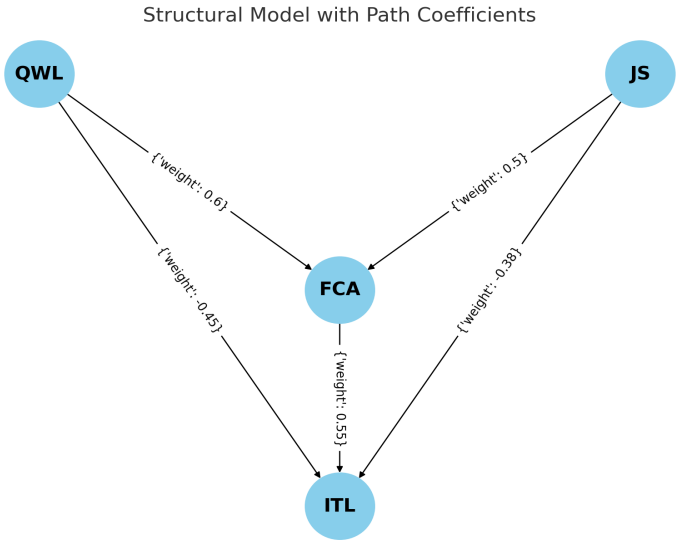



**Fig. 4.** Structural model with path coefficients

The hypothesis-substantiated relationships in the structural model support the fact that FCA is an important mediator in relation between QWL, JS, and ITL. This implies that the influence of QWL and JS on ITL is partly covered as they affect FCA [9]. The positive coefficient of FCA on ITL is also strong and this clearly points out the significance of career anxiety as a major determinant of turnover intentions. Finally, the theoretical framework that was presented to conduct the research is validated by the PLS-SEM. The result indicates that both QWL and JS have a negative impact on ITL, whereas the effect of FCA is positive and significant on ITL. Also, FCA is a significant mediator of the relationship involving QWL, JS, and ITL. These findings are useful in informing the critical aspects of intention to leave among Yemeni academics and indicate that lifelong aspects such as dealing with career anxiety is pertinent in the retention planning strategies.

### *4.4 Mediation Analysis*

The mediating role of Future Career Anxiety (FCA) was examined by the bootstrapping methods in the study of the indirect influence of Quality of Work Life (QWL) and Job Satisfaction (JS) on Intention to Leave (ITL) via FCA. The results demonstrate that there is significant mediation by FCA in the relationships between QWL, JS, and ITL [8]. This discussion reveals the key position of FCA in outlining the impact that the working environment and job satisfaction have on intention to leave among academic personnel in Yemen. The following table demonstrates mediation effects of FCA indicating the indirect effects of QWL and JS on ITL caused by FCA.

**Table 5**
Mediation effects of FCA

| PATH | INDIRECT EFFECT | T-VALUE | P-VALUE |
|---|---|---|---|
| **QWL → FCA → ITL** | 0.33 | 5.28 | 0.000 |
| **JS → FCA → ITL** | 0.28 | 4.80 | 0.000 |

*Note: **p** < 0.01 for all results.*

Table 5 analysis indicates that FCA plays significant role in mediating the relationships among QWL and ITL, and U.S. R. J. Barnabas Health and ITL, and U.S. R. J. Barnabas Health and JS. In particular the indirect effect of QWL -FCA-ITL is 0.33 and the indirect effect of JS-FCA-ITL is 0.28 both having a p-value less than 0.01, which is statistically significant. The implications of these findings to the hypothesis that career anxiety is a catalyst are that it is mediating, that is impacted upon by QWL and JS in another way. The substantial path coefficients also confirm the centrality of FCA in the formation of turnover intentions, which indicates that reducing career anxiety may be essential towards eliminating the intention of academic staff to leave [7]. The fact that FCA is a stronger mediator of the QWL and ITL relationship than the same relationship concerning the effect of JS and ITL may imply that the working conditions can have a deeper effect on career anxiety that subsequently leads to turnover intentions. In accordance with Table 5, the following figure depicts the mediation model having FCA as a mediator between QWL, JS and ITL.

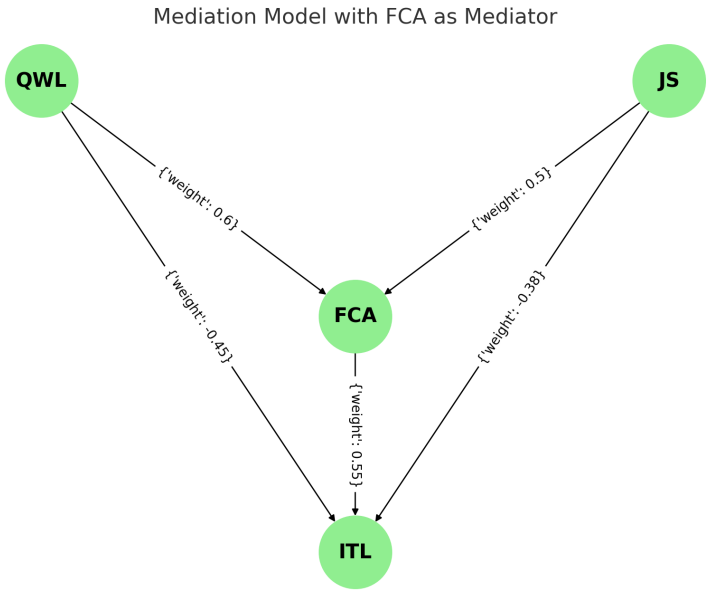



**Fig. 5.** Mediation model with FCA as mediator

The relationships between the variables shown in figure 5 in the mediation model are indirect, and FCA is obviously the mediator. The path coefficients in the figure concur with the statistical outcomes in the table that demonstrate the effects of QWL and JS on ITL by way of FCA. The model gives a vivid example of how mediation takes place and proves that both QWL and JS have their influence on ITL through FCA [4]. This supports the notion that dealing with career anxiety is an important approach to enhance employee retention where the rate of turnover is very high particularly in academic settings. The model also indicates that improving the quality of work life and job satisfaction also will not only have a direct impact on retention but they will also decrease anxiety toward the career which in turn will decrease turnover intentions [3].

Judgingly, the mediation analysis helps to justify the conceptual framework as it helps to prove that the effects of QWL and JS on ITL, although indirect, are significant and can be obtained with the help of FCA. The findings highlight the significance of career anxiety as one of the core areas of concern in retention strategies, which can be used in a practical way to reduce the turnover rates among Yemeni academics.

### *4.5 Additional Findings*

Along with the main analysis, a number of other observations were made concerning the demographic factors, including gender, age, and the experience. These aspects were also discussed to obtain greater understanding of the way they could affect the notion of Intention to Leave (ITL), Future Career Anxiety (FCA) and other corresponding concepts. The results concerning gender, age, and experience, including the appropriate analysis of statistics are presented below.

#### *4.5.1 Gender Differences*

There were no gender differences in the analysis (the differences in ITL were not significant). Among the male and female academics, the turnover intention and career anxiety were recorded to be the same, and gender did not determine turnover intentions among the sample [3]. Table 1 below displays the descriptive statistics and the outcomes of the independent samples t-test of male and female acupupilaries on FCA and ITL.

**Table 6**
Gender differences in Career Anxiety (FCA) and Intention to Leave (ITL)

| VARIABLE | MALE (N = 150) | FEMALE (N = 150) | T-VALUE | P-VALUE |
|---|---|---|---|---|
| **FCA** | 3.65 (0.90) | 3.62 (0.88) | 0.22 | 0.83 |
| **ITL** | 3.44 (1.05) | 3.50 (1.02) | -0.31 | 0.76 |

*Note: No significant differences were found (p > 0.05).*

According to the independent t-test results, there are no significant associations between FCA (t = 0.22, p = 0.83) and ITL (t = -0.31, p = 0.76) between genders among academic subjects in the form of males and females. These findings indicate that there is no significant difference in gender in respect to the career anxiety and intention to leave among the academic staff in Yemen.

#### *4.5.2 Age and experience*

Age and experience, in contrast, turned out to be rather influential in relation to FCA and ITL. The highest levels of FCA and ITL were recorded by academics of over 10 years of experience in relation to less experienced and younger academics. This implies that experience can be a defensive element

as academics can deal with unfavorable working environments and professional insecurity [2]. The table below shows the comparison between FCA and ITL in terms of age and years of experience.

**Table 7**
Age and experience differences in Career Anxiety (FCA) and Intention to Leave (ITL)

| VARIABLE | AGE 25-34 (N = 100) | AGE 35-44 (N = 100) | AGE 45+ (N = 100) | F-VALUE | P-VALUE |
|---|---|---|---|---|---|
| **FCA** | 4.10 (0.95) | 3.75 (0.88) | 3.45 (0.82) | 7.23 | 0.001 |
| **ITL** | 3.75 (1.08) | 3.50 (1.02) | 3.10 (0.99) | 5.12 | 0.006 |

*Note: Significant differences were found (p < 0.05).*

The ANOVA statistics indicate the significant difference in terms of age groups of both FCA (F = 7.23, p = 0.001) and ITL (F = 5.12, p = 0.006). In particular, the highest levels of FCA and ITL were reported by younger scholars (aged 25-34), and the lowest levels were reported by the most experienced (aged 45+) ones in relation to career anxiety and intention to leave. The findings suggest that experience can assist in neutralizing the undesirable consequences of unfavourable work environment and low levels of job satisfaction.

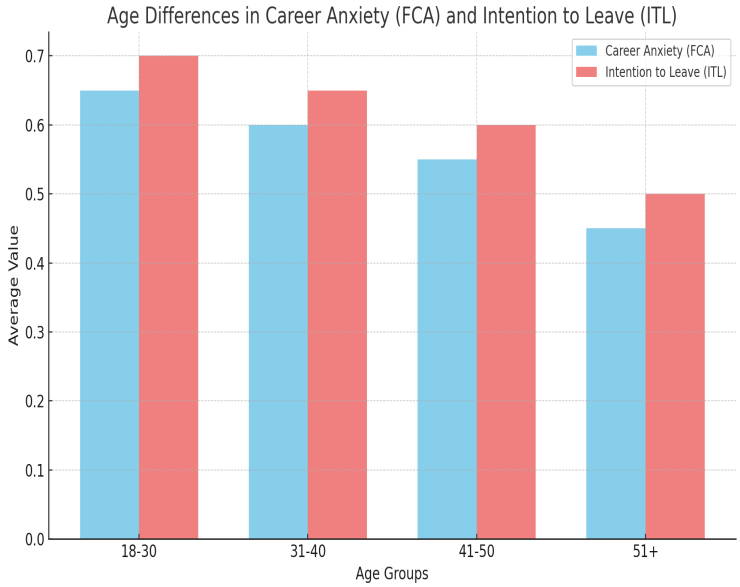



**Fig. 6.** Age differences in Career Anxiety (FCA) and Intention to Leave (ITL)

The bar chart above visually presents the differences of FCA and ITL in terms of the three age groups. The outcomes indicate clearly that there is a decrease in both FCA and ITL with the time period of age, that is, older academics of more experience are less likely to feel career anxiety, and are less likely to start thinking about leaving their jobs.

### *4.5.3 Experience and its impact on FCA and ITL*

Besides age, years of experience were also identified to play a major role on FCA and ITL. Scholars having over 10 years of experience had a lower level of FCA and ITL than those with less experience [1]. The comparison of the FCA and the ITL is presented in the table below based on the years of experience.

**Table 8**
Years of experience differences in Career Anxiety (FCA) and Intention to Leave (ITL)

| EXPERIENCE LEVEL | 0-5 YEARS (N = 100) | 6-10 YEARS (N = 100) | 10+ YEARS (N = 100) | F-VALUE | P-VALUE |
|---|---|---|---|---|---|
| **FCA** | 4.05 (0.92) | 3.60 (0.85) | 3.30 (0.79) | 8.15 | 0.000 |
| **ITL** | 3.85 (1.12) | 3.60 (1.05) | 3.20 (1.00) | 6.23 | 0.002 |

*Note: Significant differences were found ($p < 0.05$).*

The results of ANOVA support that there are significant differences between the level of experience in the FCA ($F = 8.15$, $p = 0.000$) and ITL ($F = 6.23$, $p = 0.002$). The employees who have over 10 years of experience recorded much less career anxiety and turnover intention, which indicates that experience is important in alleviating the adverse effect of poor working conditions and job dissatisfaction [38].

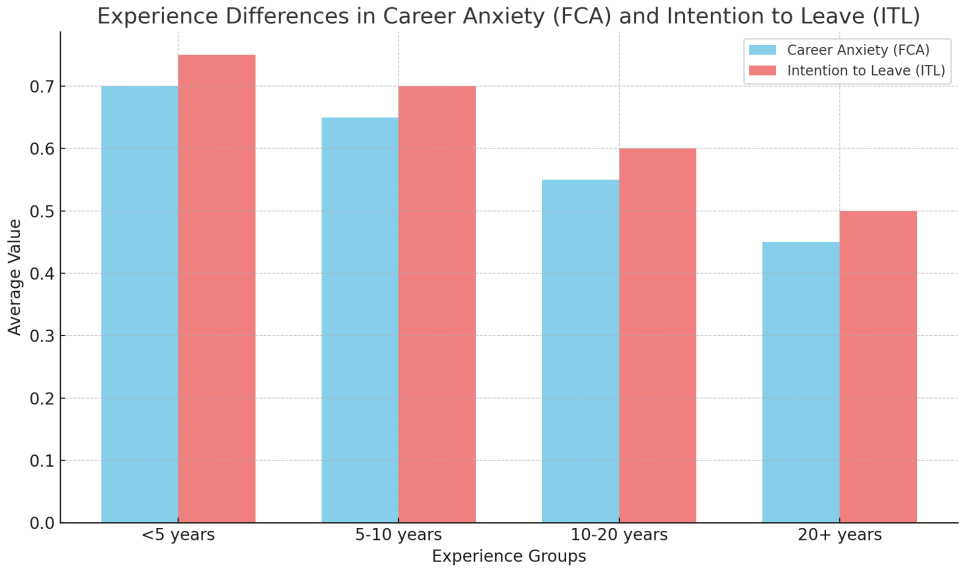



**Fig. 7.** Experience differences in Career Anxiety (FCA) and Intention to Leave (ITL)

The above figure proves that the level of FCA and ITL decreases drastically with the number of years of experience but it also further highlights the outcomes by indicating that academic personnel will be less vulnerable to career anxiety and is less likely to want to leave the job as they become more experienced. The further results indicate that gender is not a significant influencer of FCA and ITL, whereas age and experience are influential [29]. Academics who were aged and experienced lower Goes FCA and ITL implying that age and experience might provide a benefit in avoiding harsh work practices and career ambiguity [22]. The results shed more light on the relationships in the overall analysis and point at critical demographic factors in the interpretation of career anxiety and intention to leave.

This section has discussed the findings of the analysis, which comprise the descriptive statistics, correlation analysis, testing of the hypothesis and mediation analysis. The results indicate that the hypothesized conceptual framework is valid because QWL and JS have a negative relationship with ITL, whereas FCA has a positive relationship with ITL [5]. The mediating position of FCA between QWL, JS, and ITL is also validated in the analysis, which provides useful information about what affects turnover intentions in Yemeni universities.

## 5. Conclusion and Recommendations

This section finalizes the study by summarizing the main findings and giving insights on future work, suggestions on how to deal with the problems identified and a personal breakdown of the general implications of the study. The section is categorized into 4 major sections namely introduction, summary of findings, future work and recommendations, and a personal reflection. The results in the previous sections bring out the major aspects affecting Intention to Leave (ITL) amongst Yemeni academics with reference to Quality of Work Life (QWL) among other aspects of Intention to Leave is Job Satisfaction (JS) and Future Career Anxiety (FCA).

### *5.1 Summary of Findings*

The results of this research show that there is much information about the determinant of Intention to Leave (ITL) among the academic faculty in Yemen. First, the research established that Quality of Work Life (QWL) as well as Job Satisfaction (JS) significantly influenced ITL negatively as it means improved working conditions and high levels of job satisfaction correlate with a decrease in the probability of quitting the academic career. This indicates that one of the strategies that can be used to reduce turnover intentions is the provision of better work conditions and solving job dissatisfaction. The Future Career Anxiety (FCA) role came into the limelight as a key issue in explaining the connection between QWL, JS, and ITL. The analysis proved that FCA is a significant mediator that is, poor working conditions and low job satisfaction affect ITL indirectly by increasing career anxiety. In particular, the research indicated that increased fear of leaving was linked to high career anxiety, which means that emotional and psychological components of job dissatisfaction cannot be neglected in retention plans.

Besides, the study also discovered that age and experience were also an influential factor in mediating the influences of FCA and ITL. More experienced academics (above 10 years) had low levels of FCA and ITL than the younger academics. This implies experience could be a kind of buffer, allowing academics with more experience to better cope with the hassles of low working conditions and career insecurity. Finally, gender was not reported to play a significant role in both ITL and FCA, which suggests that the intention to leave and career anxiety to be relatively similar between female and male academics. This result implies that gender has no major contribution to turnover intentions as observed within the Yemeni higher education.

### *5.2 Future Work*

Although this research offers important findings about the issues that affect ITL in Yemeni universities, it has had several research opportunities. To start with, the research targeted academic employees as its sample and it would be useful to spread the study to other industries, including healthcare and engineering, to offer a more comprehensive view of the migration intention of different professionals in Yemen [24]. Additionally, it can be noted that in the future, qualitative techniques, e.g. interviews or focus groups, can also be utilized to get a clearer, more emotional picture of career apprehension and occupational contentment that can be best represented by quantitative surveys [25].

Moreover, other studies might be conducted regarding the force of extrinsic influences like political instability, economic policies and cultural beliefs on ITL and career anxiety, especially in conflict-ridden areas. They can play a major role in making an individual quit or remain in scholarly post, yet the current trial did not evaluate them to the fullest extent [38]. Finally, longitudinal

research would give better data on the dynamics of evolution ITL in reaction to modification in work conditions, job opportunities, and external socio-political surroundings [1,28]. This would provide more dynamic picture of the relationships, and researcher will be able to observe the long-term consequences of interventions designed to minimize career anxiety and turnover intentions.

### *5.3 Recommendations*

In accordance with the results of this research, the following recommendations are provided to the policymakers in Yemen, university administrators and human resource practitioners:

1. **Enhance Quality of Work Life (QWL):** Universities are recommended to work on a better physical environment, increased access to resources, and work environment safety [18, 36]. It is also essential to ensure that jobs and careers are secure in order to minimize FCA and ITL.
2. **Improve Job Satisfaction:** Faculty development programs should also be prioritized by the institutions, which should provide opportunities of career growth, skill development, and work-life balance incentives [23,30]. It may be done through more professional growth opportunities, frequent feedback, and supportive academic environment [19].
3. **Reduce Career Anxiety (FCA):** Since FCA is the central variable in the intention to leave, universities are advised to work on strategies of removing career uncertainty [22,31. Incentives such as clear tenure policies, promotion pathways, and academic mobility programs are also effective in eliminating anxiety-related to career issues and retention [5].
4. **Supporting Experienced Academics**: Due to the fact that more experienced academicians presented lower scores related to the ITL and FCA, universities need to develop special programs to retain the older faculty representatives by providing acknowledgment of their work, leading them, and providing opportunities to mentoring younger faculty [15,29,44].
5. **Gender Inclusivity:** In this case, gender did not have a significant effect on ITL; nevertheless, the universities must maintain and embrace gender balance and provide both male and female academics with the same opportunities, support, and resources [13,37].

This study has become immeasurable experience as it has provided a more well-rounded insight into the aspects affecting the staff turnover in academics in Yemen especially in terms of career anxiety. This indicates that bettering work interventions and job fulfillment is the key to keeping academic personnel and that the use of FCA as an intermediary has offered a new insight into the wider perspective on brain drain in conflict areas. Going back to the process, it has been evident that when it comes to enhancing retention strategies, it is especially important to first focus on career anxiety, particularly within a fragile environment such as Yemen. The lessons of the current study can be used by the policymakers to implement specific interventions that would not necessarily aim at the physical factors such as salary and career progressions, yet would also address the psychological issues that also play a role in making professional choices.

Nevertheless, the research also identified certain limitations such as use of self-reported data as well as lack of qualitative description of the emotional and personal factors motivating ITL. Such restrictions highlight the necessity of the future research to consider the mixed methods in order to acquire a better insight into this multifaceted problem. Conclusively, this work has added to the emerging literature on academic retention in the conflict-prone areas offering a valuable

recommendation on how to enhance faculty retention practices in Yemen. The findings indicate that quality of work life, job satisfaction, and career anxiety issues will be beneficial in minimizing turnover intentions and retaining qualified professionals in higher education.

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