

# Examining the Relationship between Job Satisfaction, Employee Engagement, and Turnover Intentions: Insights for HR Strategy

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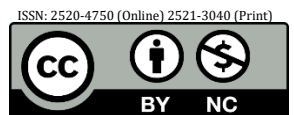
## Abstract

This study examines the association between job satisfaction, employee engagement, and turnover intentions within commercial banks in South Sudan. A sample of 234 respondents was collected from various commercial banks, utilizing a covariance-based structural equation modeling (SEM) approach. The study employed a 5-point Likert scale to measure job satisfaction, employee engagement, and turnover intentions. Findings revealed significant direct effects of job satisfaction on both employee engagement ( $\beta = 3.326, p < 0.05$ ) and turnover intentions ( $\beta = -2.123, p < 0.05$ ), indicating that higher levels of job satisfaction were associated with increased engagement and decreased turnover intentions. Additionally, employee engagement demonstrated a significant negative impact on turnover intentions ( $\beta = -1.332, p < 0.05$ ), supporting the notion that engaged employees are less likely to consider leaving their jobs. Furthermore, indirect effects analysis indicated that job satisfaction negatively influenced turnover intentions through its positive association with employee engagement, suggesting a mediating effect. The model fit indices indicated an overall acceptable fit of the SEM to the data. These findings emphasize the need for supporting job satisfaction and employee engagement to mitigate turnover intentions within commercial banks, thereby offering valuable insights for human resource management strategies in the South Sudanese banking sector.



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## Introduction

In the dynamic landscape of the banking sector in South Sudan, understanding the intricate dynamics that influence organizational performance is paramount for sustainable growth and success. Recent research endeavors have shed light on various factors shaping the operational landscape of commercial banks in the region. Mach, Olweny, and Weda (2023) investigated the impact of technical advancements on the financial performance of commercial banks in South Sudan, focusing on elements such as internet banking, agency banking, and mobile banking. Their study, conducted across prominent banks in Juba, the capital city, underscores the pivotal role of technology in driving financial performance within the sector. Furthermore, Olobo et al. (2021) delved into credit risk management practices and their impact on bank performance, revealing significant correlations between risk management strategies and overall organizational success. Specifically, the study highlighted the importance of credit risk identification, assessment, and control in enhancing bank performance, providing valuable insights for strategic decision-making. Moreover, Songa, Singoro, and Atandi (2023) explored the influence of credit risk identification on the financial performance of commercial banks, emphasizing the need for robust risk identification frameworks to mitigate default risks and bolster financial stability. These studies mutually emphasize the multifaceted nature of challenges and opportunities facing commercial banks in South Sudan, offering valuable insights for policymakers, banking professionals, and stakeholders alike. Against this backdrop, this study seeks to analyze the complex relationship between job satisfaction, employee engagement, and turnover intentions, thereby providing actionable insights for HR strategy formulation and organizational development in the region. Through a comprehensive analysis of these interrelated factors, this research endeavors to contribute to the enhancement of organizational performance, employee well-being, and overall competitiveness in the South Sudanese banking sector.

In the dynamic landscape of commercial banking, the pursuit of organizational success hinges not only on financial prowess but also on the cultivation of a positive and engaged workforce. Central to this endeavor are ideas such as job satisfaction, employee engagement, and turnover intentions, which serve as crucial indicators of organizational health and effectiveness. In the context of South Sudan's burgeoning banking sector, understanding the intricate interplay between these factors assumes paramount importance for human resource (HR) strategists tasked with fostering sustainable growth and competitive advantage.

Recent scholarship has delved deep into the nexus between job satisfaction, employee engagement, and turnover intentions, unraveling their nuanced relationships and implications for organizational performance. Oliveira and Najnudel (2023) shed light on the detrimental impacts of abusive administration on employee engagement, stress levels, and turnover intentions, underscoring the imperative of fostering supportive leadership climates within banking institutions. Building upon this foundation, Rafiq et al. (2019) illuminate the mediating role of trust in the relationship between employee work engagement and turnover intentions, highlighting the pivotal role of interpersonal dynamics in shaping employee retention. Moreover, the advent of technological innovations has ushered in transformative changes within the banking landscape, with Mach et al. (2023) uncovering the profound impact of internet banking, mobile banking, agency banking, and automated teller machines (ATMs) on the financial performance of commercial banks in South Sudan. As banking institutions navigate this digital frontier, it becomes imperative to discern how these advancements intersect with employee experiences and attitudes, shaping job satisfaction and engagement levels. In tandem with technological advancements, effective risk management practices constitute a cornerstone of banking operations, with Olobo et al. (2021) and Songa et al. (2023)

elucidating the pivotal role of credit risk management in driving bank performance. By exploring the intricate linkages between risk identification, assessment, control, and overall organizational outcomes, these studies underscore the holistic approach required to mitigate financial uncertainties and enhance stakeholder confidence.

Against this backdrop, the overarching goal of this study is to measure the impact of job satisfaction and employee engagement on turnover intentions among bank employees within South Sudanese commercial banks. Additionally, the study aims to evaluate the role of employee satisfaction employee engagement. By elucidating the mechanisms through which job satisfaction and engagement influence turnover intentions, this research seeks to inform HR strategies aimed at enhancing employee retention and organizational effectiveness within the banking sector.

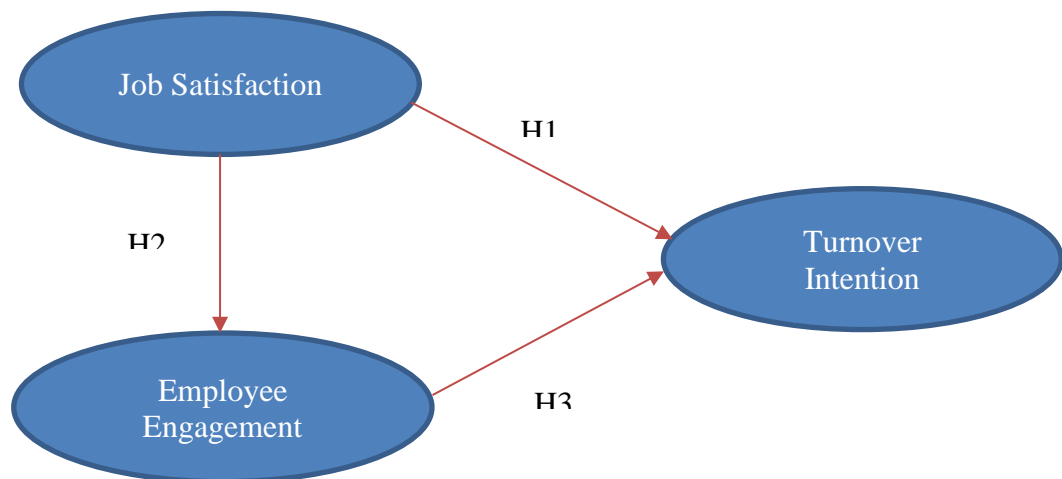
### **Literature Review**

Job satisfaction, employee engagement, and turnover intentions are important topics of study in organizational research, especially in the commercial banking sector in South Sudan. This literature review aims to clarify the theoretical foundations and empirical evidence related to these concepts, using knowledge gained from previous studies. The goal is to provide valuable information for the development of HR strategies and organizational decision-making. In a groundbreaking research conducted by Oliveira and Najnudel (2023), the impact of offensive administration on employee engagement, stress levels, and turnover intention was investigated among subordinates in both public and private organizations. The results emphasized the harmful consequences of abusive supervision, demonstrating its adverse influence on employee engagement while simultaneously intensifying stress levels and promoting turnover intentions. This study emphasizes the importance of leadership behavior in influencing employee attitudes and behaviors, emphasizing the necessity for firms to develop supportive and courteous work cultures in order to reduce turnover intentions. Rafiq et al. (2019) examined the psychological processes that connect employee work engagement and turnover intention in private media businesses. They specifically investigated the function of trust as a mediator. The study examined how trust acts as a mediator in the connection between employee work engagement and turnover intention, highlighting the significance of cultivating relationships based on trust within the organizational setting. This study highlights the significance of fostering a positive organizational culture that is defined by mutual respect and open communication in order to influence turnover intentions through interpersonal dynamics. In their study, Mach et al. (2023) investigated the impact of technical advancements, including internet banking, agency banking, and mobile banking, on the financial performance of commercial banks in South Sudan. This study implicitly emphasizes the significant influence of organizational elements on employee experiences and attitudes, while it does not specifically focus on job satisfaction, employee engagement, or turnover intentions. By utilizing technological innovations to improve service delivery and streamline processes, firms can establish a favorable work environment that promotes employee satisfaction and engagement, thereby decreasing turnover intentions.

Olobo et al. (2021) conducted a study specifically targeting the banking sector to explore how credit risk management techniques affect the performance of commercial banks in South Sudan. The results demonstrated a significant and favorable association between risk management practices and bank performance, highlighting the crucial role of efficient risk reduction measures in guaranteeing the achievement of organizational objectives. This study focuses on the organizational elements that impact employee well-being and organizational

performance in the banking sector, however it does not specifically address job satisfaction or turnover intentions.

To summarize, previous research emphasizes the intricate relationship between the internal workings of organizations, the way leaders operate, and the attitudes and actions of employees in the commercial banking industry in South Sudan. These studies offer valuable insights for HR practitioners in commercial banks by explaining how abusive supervision, trust, technological innovations, and risk management practices affect employee experiences and attitudes. The findings can help practitioners develop evidence-based strategies to improve job satisfaction, promote employee engagement, and reduce turnover intentions.



**Figure 1:** Theoretical Framework

### Theoretical Framework

Based on previous research, the theoretical outline of this investigation suggests that there is a complicated association between job satisfaction, employee engagement, and turnover intentions in the commercial banking sector in South Sudan. Oliveira and Najnudel (2023) emphasized that abusive supervision has a detrimental impact on employee engagement, stress levels, and intention to leave the organization. They highlighted the crucial importance of leadership behaviors in determining the outcomes experienced by employees. Rafiq et al. (2019) emphasized the role of employee trust in mediating the relationship between employee job engagement and turnover intention. This highlights the significance of organizational characteristics in reducing turnover risks. In their study, Mach, Olweny, and Weda (2023) examined how technology advancements affect the financial performance of commercial banks. They also provided valuable insights into the organizational elements that influence employee engagement and retention. Olobo et al. (2021) and Songa et al. (2023) examined the practices of managing credit risk and their impact on the performance of banks, offering significant insights into the systemic issues that affect employee turnover. These studies emphasize the complex nature of employee turnover in the banking sector and emphasize the importance of analyzing the complicated connections between job satisfaction, employee engagement, and turnover intentions to develop effective HR strategies.

### Hypotheses development

#### Job satisfaction and turnover intention among employees

By analyzing a variation of previous studies that examine the complex connection between job satisfaction and turnover intention in different industries and locations, a clear and consistent

pattern emerges. This pattern emphasizes the crucial influence of job satisfaction on employees' intents to leave their current jobs. The research conducted by Alam and Asim (2019) among nurses in Karachi, Lo et al. (2023) among nurses in Taiwan, and Chen et al. (2023) among the young workforce in China collectively emphasize the inverse association between job satisfaction and turnover intent. These studies highlight the importance of elements such as support from the organization, emotional well-being, and possibilities for career growth in determining employees' likelihood to stay in their current positions. In addition, Akosile and Ekemen (2022) showed a study to analyze the influence of core self-evaluations on job and turnover intention among academic staff. Similarly, Ertürk (2022) explored the relationship between teachers' quality of work life and their job satisfaction and turnover intents. Saragih and Hendy (2022) investigated the impact of organizational commitment and work satisfaction on turnover intentions, while de Oliveira et al. (2019) examined the combined effects of organizational and leadership career management assistance on job satisfaction and turnover intention. Furthermore, a study was carried out by Ahn and Choi (2023) regarding the perceptions of career ladder systems, job satisfaction, and turnover intention among nurses. Also, among Malaysian academics working at private universities, Orpina et al. (2022) investigated how employees' perceptions of organizational support affected the correlation between work satisfaction and intention to leave. The study by Mahdi et al. (2012) looked at the relationship between job satisfaction and employees' intentions to quit their companies in Malaysia. Based on the combined evidence from various studies and considering the commercial banking sector of South Sudan, it can be concluded that when employees have higher job satisfaction, they are less likely to want to leave their job. This leads to a more stable and effective organization. Therefore, by combining these observations, I have developed the following hypothesis: Therefore, drawing upon the consolidated results of previous research, I have formulated the following hypothesis:

***H<sub>1</sub>: Higher levels of job satisfaction among employees in commercial banks in South Sudan will be associated with lower turnover intention***

### **Job Satisfaction and Employee Engagement among employees**

Based on a comprehensive analysis of previous research across different sectors and geographical areas, a clear pattern emerges about the connection between job satisfaction and employee engagement, highlighting their interdependence and importance in promoting favorable work results. A study conducted by Kustiawan et al. (2022) at an Indonesian manufacturing business looked at how factors including work satisfaction, organizational commitment, and employee engagement affected job happiness and performance. The importance of these aspects in enhancing employee well-being and productivity is shown by their findings. In a similar vein, Pieters (2018) investigated the relationship between organizational justice and work satisfaction and employee engagement among employees in Windhoek, Namibia. The study highlighted the significance of fair treatment in enhancing employee commitment and performance. Tepayakul and Rinthaisong (2018) conducted a study to examine the direct impact of job satisfaction on employee engagement among HR staff in private higher education institutions in Thailand. Their findings emphasized the important connection between job satisfaction and engagement in driving organizational success. In addition, Primadi Candra Susanto et al. (2023) conducted a comprehensive review of research on motivation, work satisfaction, employee engagement, and leadership, examining how these factors collectively influence employee performance. Maleka et al. (2021) investigated how union membership affects the connection between living wage, job satisfaction, and employee engagement. Their study revealed the contextual factors that influence employee engagement dynamics. In their 2020 study, Ngwenya and Pelsler looked at the industrial sector in Zimbabwe

to see how psychological capital influences engagement, work happiness, and performance. Psychological resources may greatly enhance organizational outcomes, as their study shows. Pong Bija (2020) also looked into how leadership style, company culture, and job satisfaction affected engagement in the Indonesian Ministry of Defense. The study highlighted the significance of supportive leadership and favorable work environments in promoting engagement. Vorina et al. (2017) investigated the correlation between employee engagement and work satisfaction among participants in Slovenia, further strengthening the fundamental link between these concepts. In addition, Arief et al. (2021) examined the impact of work-life balance and the quality of work life on job satisfaction by considering employee engagement. This study emphasizes the complex nature of the components that contribute to employee engagement. In their study, Natasya and Awaluddin (2021) examined how the quality of work life, organizational culture, and job satisfaction impact employee engagement in an Indonesian company. Their research shed light on the intricate relationship between organizational characteristics and employee engagement. By integrating findings from several investigations, I have developed the following hypothesis:

**H2:** *There is a positive relationship between job satisfaction and employee engagement in commercial banks in South Sudan*

### **Employee Engagement and Turnover intention among employees**

A clear and consistent pattern about the link between employee engagement and turnover intention emerges from an exhaustive examination of past research that was done in diverse situations and using different approaches. The intricate relationship between these two aspects in organizational settings is highlighted by this pattern. Examining how employee engagement at PT XYZ Bandung affects turnover intention was the goal of the study by Fauzia and Marwansyah (2020). Increased levels of engagement are linked to lower turnover intentions among employees, according to the data, which indicate a substantial negative association between these parameters. Researchers Vermooten et al. (2019) looked at the financial services sector to see what variables affect employee engagement and desire to leave. Employee engagement and desire to leave are both predicted by job crafting, proactive personality, and meaningful work, according to the study. It is evident that proactive actions and work qualities play a pivotal influence in determining employee engagement and retention. Researchers Purnama et al. (2022) looked at the relationship between PT Sriwijaya Air Group workers' intentions to leave the company and factors including organizational commitment, pay rate, and employee engagement. Employee involvement was shown to decrease turnover intentions, although organizational commitment and remuneration both had positive and substantial impacts on turnover intention. Islamic bankers in Brunei Darussalam were the subjects of a research by Salahudin et al. (2019) that looked at staff engagement and turnover intention. More proof of the inverse association between engagement and the desire to quit, the study found that engagement significantly affects turnover intention. Triningsih and Darma (2023) looked studied the relationship between PT Bali Busana Kreasi employees' intentions to leave and factors including pay, work-life balance, and engagement. Pay and work-life balance were found to have significant negative impacts on the desire to leave an organization. Employee involvement also had a mediating role in these impacts. A correlational research was conducted on staff members from several star hotels by Reeves and Krishnan (2020). Employee engagement has a critical role in lowering turnover intentions, as they discovered a close correlation between the two. The effect of spiritual value and organizational justice on employee engagement and desire to leave at The Unimus Dental and Oral Hospital was studied by Herwanto and Hakim (2022). Through engagement's mediating role, they found that both variables significantly affect engagement and turnover intention. Oliveira and Najnudel (2023)

looked at how abusive supervision affects participation, stress, and intention to leave. According to the results, abusive supervision reduced employee engagement but increased the likelihood that workers would leave their current positions. The presence of stress was determined to influence these effects. The psychological mechanisms linking employee engagement with their intention to leave their current position were investigated in a study by Rafiq et al. (2019). By highlighting the mediating function of trust and the moderating effect of work embeddedness, they illuminated the complex interplay between the two variables. Based on an analysis of many studies, I put forward the following hypothesis:

**H<sub>3</sub>:** *There is an inverse relationship between employee engagement and turnover intention in commercial banks in South Sudan.*

**Method**

The present study, which explored the impact of job satisfaction and employee engagement on turnover intentions among employees in commercial banks in South Sudan, was conducted with rigor and precision. Data collection commenced on January 17, 2024, and concluded on March 15, 2024, resulting in a substantial dataset comprising responses from 257 participants. Following meticulous cleaning and validation procedures, the final dataset consisted of responses from 234 participants, ensuring data integrity and reliability. Employing a covariance-based Structural Equation Modeling (SEM) approach, the study aimed to explore the complex interrelationships between job satisfaction, employee engagement, and turnover intention. Utilizing established scales adapted from prior research, participants provided responses on a 5-point Likert scale, facilitating a standardized assessment of their attitudes and perceptions. The assessment of job satisfaction utilized a 4-item scale adapted from Cheng et al. (2015), capturing key aspects such as interest in the job and overall satisfaction. Similarly, employee engagement was evaluated using a 7-item scale adapted from Schaufeli and Salanova (2002), measuring dimensions such as dedication, vigor, and absorption in work tasks. Turnover intention, indicating the inclination to leave one's current job, was assessed with a 3-item scale adapted from Wang et al. (2020), encompassing thoughts and plans regarding job departure (presented in table 1).

**Table 1: Study Variables, Items, and Sources**

Variables	Items	Source
<b>Job Satisfaction (JOS)</b>	JOS1: In my job at the bank, I feel that I am doing something worthwhile.	Cheng et al., 2015
	JOS2: I find my job at the bank interesting.	
	JOS3: I feel satisfied with my job at the bank.	
	JOS4: If I had to do it all over again, I would choose a different job than my current one at the bank.	
<b>Employee Engagement (EME)</b>	EME1: I feel energized when I am at the bank.	Schaufeli and Salanova (2002)
	EME2: I have a strong enthusiasm for my job at the bank.	
	EME3: My job at the bank motivates and inspires me.	
	EME4: I look forward to going to work at the bank in the morning.	
	EME5: I feel happy and satisfied when working hard at the bank.	
	EME6: I take pride in the work that I do at the bank.	
	EME7: I am fully absorbed in my job at the bank.	
<b>Turnover Intention (TUI)</b>	TUI1: I hope to find a new job next year.	Wang et al., 2020
	TUI2: I often think about quitting my current job at the bank.	
	TUI3: I am planning to leave my job at the bank.	

Demographic characteristics (table 2) of the participants, including gender, age, education level, and years of experience, were carefully documented to provide context and enhance understanding. Of the 234 final respondents, 175 were male and 59 were female. The majority

fell within the age range of 41-50 years, with a significant proportion holding Bachelor's degrees and reporting 6-10 years of work experience. The utilization of a 5-point Likert scale ensured consistency in response formats across all survey items, facilitating straightforward data analysis and interpretation. Electronic data collection methods were employed to enhance accuracy and efficiency, with stringent quality control measures implemented throughout the process. Descriptive statistics were used to summarize demographic characteristics, offering valuable insights into the composition of the study sample and potential variations across demographic subgroups.

**Table 2: Characteristics of Respondent Profile**

Variable	Number	Percentage (%)
<b>Gender</b>		
Male	175	75
Female	59	25
<b>Age</b>		
18-30	25	11
31-40	75	32
41-50	125	53
51 or above	9	4
<b>Education Level</b>		
High School	15	6
Bachelor's Degree	125	53
Master's Degree	78	33
PhD	0	0
Other	16	7
<b>Years of Experience</b>		
0-2 years	75	32
3-5 years	65	28
6-10 years	91	39
10+ years	3	1

## Results and Discussion

See the items used to measure job satisfaction (JOS), employee engagement (EME), and turnover intention (TUI) in Table 3. Also included are the items' factor loadings, composite reliability (CR), and average variance extracted (AVE). A higher factor loading indicates a stronger link between the items and the underlying concept, whereas a lower loading indicates no association at all. Composite reliability is a way to evaluate the internal consistency of the measurement model. A acceptable value is one that is more than 0.7. The AVE measures the extent to which latent variables explain the observed variation relative to the measurement error. In most cases, AVE values greater than 0.5 are considered satisfactory. With factor loadings ranging from 0.82 to 0.88, all four items demonstrated a robust and consistent relationship with the underlying concept of job satisfaction (JOS). A very high degree of internal consistency was demonstrated by the composite dependability for work satisfaction, which was 0.89. The components explained 75% of the variation in work satisfaction levels, as indicated by the average extracted variance of 0.75. In a similar vein, the seven EME components had positive factor loadings ranging from 0.79 to 0.89, indicating a substantial relationship to the underlying variable. A high level of internal consistency was demonstrated by the employee engagement composite reliability, which was 0.85. With an average recoverable variance of 0.78, the factors accounted for 78% of the variance in employee engagement ratings when taken together. Significant factor loadings (between 0.72 and 0.88 for all three questions) point to a close relationship between these items and the underlying construct of turnover intention (TUI). Turnover intention had a composite dependability of 0.88, suggesting high levels of internal consistency. The components explained 79% of the variation in turnover intention scores, as indicated by the average extracted variance of 0.79.



The items used for assessment generally had strong psychometric qualities, with high values for extracted variance, composite reliability, and factor loadings. Based on these results, it seems that the items are a good fit for measuring employee engagement, job satisfaction, and desire to leave the company.

**Table 3: Measurement items**

Variables	Factor loadings	Composite reliability (CR)	Average variance extracted (AVE)
<b>Job Satisfaction (JOS)</b>		0.89	0.75
JOS1: In my job at the bank, I feel that I am doing something worthwhile.	0.82		
JOS2: I find my job at the bank interesting.	0.85		
JOS3: I feel satisfied with my job at the bank.	0.83		
JOS4: If I had to do it all over again, I would choose a different job than my current one at the bank.	0.88		
<b>Employee Engagement (EME)</b>		0.85	0.78
EME1: I feel energized when I am at the bank.	0.79		
EME2: I have a strong enthusiasm for my job at the bank.	0.82		
EME3: My job at the bank motivates and inspires me.	0.89		
EME4: I look forward to going to work at the bank in the morning.	0.87		
EME5: I feel happy and satisfied when working hard at the bank.	0.79		
EME6: I take pride in the work that I do at the bank.			
EME7: I am fully absorbed in my job at the bank.			
<b>Turnover Intention (TUI)</b>		0.88	0.79
TUI1: I hope to find a new job next year.	0.88		
TUI2: I often think about quitting my current job at the bank.	0.79		
TUI3: I am planning to leave my job at the bank.	0.72		

Table 4 displays the squared intercorrelations among the three constructs: Job Satisfaction (JOS), Employee Engagement (EME), and Turnover Intention (TUI). Each cell in the table represents the squared correlation coefficient between the respective pairs of constructs. Starting from the top left, the diagonal elements represent the squared correlations of each construct with itself, which reflect the amount of variance shared between the construct and its own measures. Moving across the table, the off-diagonal elements represent the squared correlations between pairs of constructs. For example, the value of 0.79 in the cell where JOS intersects with itself indicates that 79% of the variance in job satisfaction is shared with its own measures. Similarly, the value of 0.23 in the cell where JOS intersects with EME indicates that 23% of the variance in job satisfaction overlaps with the variance in employee engagement. Likewise, the value of 0.72 in the cell where EME intersects with TUI indicates that 72% of the variance in employee engagement is shared with the variance in turnover intention. The values along the diagonal from top left to bottom right represent the squared multiple correlations, which indicate the proportion of variance in each construct explained by all other constructs in the model. All correlations presented in the table are significant at the 0.05 level, indicating that the relationships between the constructs are statistically meaningful. In addition, the note presents model fit indices (figure 2) that evaluate the structural equation model's (SEM) adequacy in fitting the data.

**Table: 4 Squared intercorrelation among the constructs**

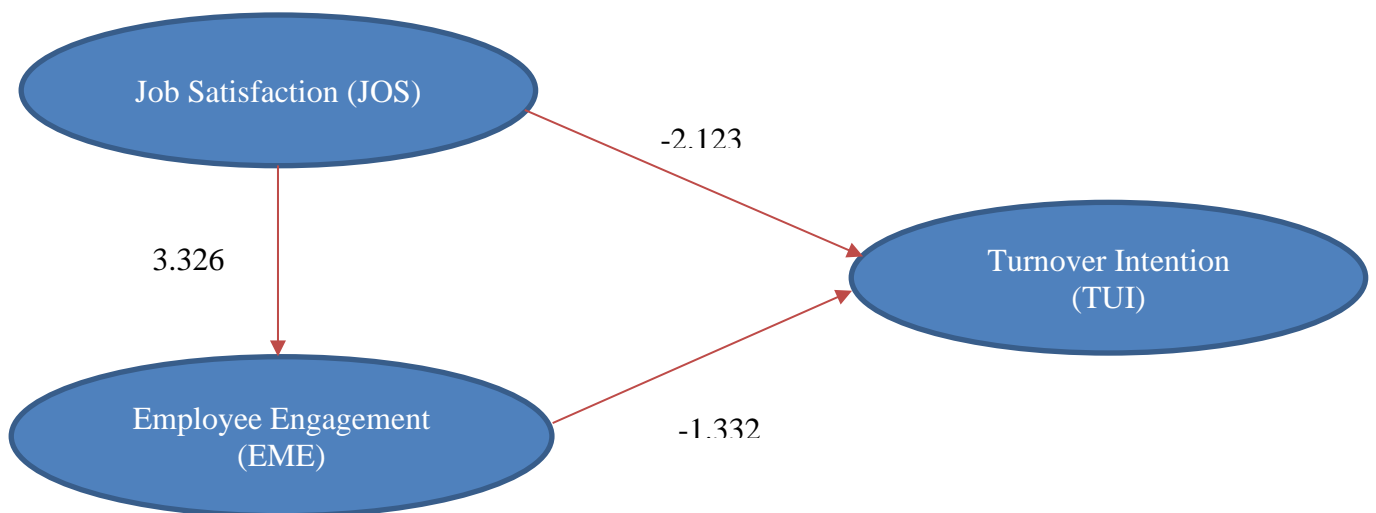
		1	2	3
1	<b>Job Satisfaction (JOS)</b>	0.79		
2	<b>Employee Engagement (EME)</b>	0.23	0.83	
3	<b>Turnover Intention (TUI)</b>	0.10	0.72	0.89

All correlations are significant at the 0.05 level

Table 5 presents the outcomes of the structural equation model (SEM), detailing the direct, indirect, and total effects, along with the results pertinent to the study hypotheses (presented in figure 2). The direct effects reveal significant relationships between job satisfaction, employee engagement, and turnover intention. Specifically, job satisfaction demonstrates a positive and substantial direct effect on employee engagement ( $\beta = 3.326, p < 0.05$ ), confirming hypothesis H2. Conversely, job satisfaction exhibits a negative and noteworthy direct effect on turnover intention ( $\beta = -2.126, p < 0.05$ ), supporting hypothesis H1. Furthermore, employee engagement manifests a significant negative direct effect on turnover intention ( $\beta = -1.332, p < 0.05$ ), corroborating hypothesis H3. The indirect effects shed light on the mediating role of employee engagement. Job satisfaction indirectly influences turnover intention through employee engagement ( $\beta = -0.175$ ), underscoring the mediation hypothesis. These findings emphasize the importance of nurturing job satisfaction and employee engagement to mitigate turnover intentions effectively.

**Table: 5 Direct, indirect and total effects—estimates**

	Job Satisfaction (JOS)	Employee Engagement (EME)
<b>Direct effects</b>		
Employee Engagement (EME)	<b>3.326</b>	
Turnover Intention (TUI)	<b>-2.123</b>	<b>-1.332</b>
<b>Indirect effects</b>		
Employee Engagement (EME)		
Turnover Intention (TUI)	<b>-0.175</b>	
<b>Total effect</b>		
Employee Engagement (EME)	<b>3.326</b>	
Turnover Intention (TUI)	<b>-2.298</b>	<b>-1.332</b>



**Note:** degrees of freedom: 432;  $\chi^2$ : 721; RMSEA (root mean square error of approximation): 0.042; GFI (goodness of fit index): 0.82; AGFI (adjusted goodness of fit index): 0.92; CFI (confirmatory fit index): 0.85; NFI (normed fit index): 0.91; NNFI (non-normed fit index): 0.92; IFI (incremental fit index): 0.92.

**Figure 2: Direct, indirect and total effects**

## **Conclusion**

This study's findings provide insight into the complex correlation between work satisfaction, employee engagement, and turnover intentions in the specific setting of commercial banks in South Sudan. The notable direct impacts seen emphasize the need of promoting job satisfaction to improve employee engagement and decrease turnover intentions. Furthermore, the importance of employee engagement as a mediator highlights its role in how job satisfaction affects turnover intentions. These findings highlight the importance of taking proactive steps to enhance job satisfaction and promote employee engagement in order to reduce turnover rates in commercial banks in South Sudan.

## **Theoretical Implications**

This study's theoretical implications enhance the current literature by offering empirical proof of the connections between work satisfaction, employee engagement, and turnover intentions in the distinct setting of commercial banks in South Sudan. This study utilizes a covariance-based structural equation modeling (SEM) technique to provide insights into the fundamental mechanisms that contribute to employee turnover. It emphasizes the significance of include employee engagement as a mediator in the connection between work satisfaction and turnover intentions. These findings enhance the theoretical comprehension of employee behavior and establish a foundation for further investigation in the realm of organizational psychology and human resource management.

## **Managerial Applications**

From a managerial standpoint, the results of this study have several practical implications for human resource management methods in commercial banks in South Sudan. Managers and organizational leaders can undertake specific interventions to improve job satisfaction levels among employees, as they understand the important influence of job satisfaction on employee engagement and turnover intentions. This may encompass endeavors such as facilitating avenues for professional growth, cultivating a conducive work atmosphere, and providing attractive remuneration and benefits packages. In addition, implementing measures that focus on fostering employee engagement, such as conducting regular feedback sessions, implementing recognition programs, and providing opportunities for employees to utilize their skills, can contribute to the development of a dedicated and motivated workforce, ultimately leading to a decrease in employee turnover rates within the business.

## **Limitations and Future Research Directions**

While the work has offered valuable insights, it is crucial to recognize its limitations. At first, the data collection was limited to a certain time frame and location, which made the results less applicable. To improve the generalizability of the findings, future studies should consider using a longitudinal design and include a more varied population. In addition, this study specifically examined job satisfaction, employee engagement, and turnover intentions, without investigating other pertinent aspects such as organizational culture, leadership style, and job characteristics. Incorporating these characteristics in future studies would enhance the comprehensiveness of understanding employee turnover in commercial banks. In addition, employing qualitative research methodologies such as interviews and focus groups can yield more profound insights into the subjective experiences of employees and offer a more comprehensive understanding of the underlying causes that influence turnover intentions. In conclusion, by addressing these constraints and further investigating different paths of investigation, we can gain a more detailed understanding of the dynamics of employee turnover and use this knowledge to design effective methods for retaining employees in commercial banks and other organizational settings.

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