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FROM JOB SATISFACTION TO TURNOVER INTENTIONS: A STRUCTURAL MODEL OF STABILITY PREDICTORS IN SAUDI ARABIA'S MICE SECTOR

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Abstract

Employee retention is a growing concern in the MICE (Meetings, Incentives, Conferences, and Exhibitions) sector, where high service demands intensify the risks of turnover. Existing research highlights job satisfaction as a crucial factor, but limited studies have modeled how specific workplace conditions influence turnover intentions through satisfaction-related constructs. This paper examines the mediating roles of career stability perception (CSP) and emotional job experience (EJE) in the relationship between workplace conditions and turnover intentions among employees in the MICE sector in Saudi Arabia. A quantitative, cross-sectional survey was conducted with 372 respondents. Exploratory and confirmatory factor analyses were used to validate measurement constructs. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to examine direct and mediated relationships between variables, including work hours, salary, self-development, leadership, and work environment. Findings reveal that CSP significantly reduces turnover intentions, acting as a key mediator. Self-development and aspects of the work environment exhibited the most substantial positive implications for the elements of satisfaction, whereas work hours and leadership had minimal or no repercussions. EJE, as represented by workplace conditions, did not directly predict turnover. The research provides a nuanced understanding of how specific employee conditions in the workplace impact employee retention and satisfaction. These revelations can inform HR practices in the MICE industry, enhancing stability and reducing turnover.

Keywords

MICE Industry, Job Satisfaction, Turnover Intention, Career Stability, Structural Equation Modeling

1. Introduction

The Meetings, Incentives, Conferences, and Exhibitions (MICE) industry is a vibrant and inseparable part of the global tourism sector, and it is known to contribute primarily to the economy of the host countries (Smagina, 2017). The MICE sector provides a range of financial services, allowing visitors to allocate their expenses to transportation, accommodation, food and beverages, entertainment, and professional services (McCartney, 2008). Therefore, the MICE industry has been identified as a diverse sector with broad economic, social, and environmental implications. In Saudi Arabia, the MICE industry has become one of the key engines of diversification in the Saudi economic strategy, and the government has shown considerable enthusiasm in encouraging further growth of this industry to host international events, investments, and skills (Mir & Kulibi, 2023). The introduction of Saudi Vision 2030 has introduced a paradigm shift in the methodology used by the Kingdom, particularly in the focus on ensuring that more income-generating activities are undertaken beyond oil-based income. In this regard, the events industry

and tourism have never been given a more serious consideration (Hudson & Hudson, 2023). The government has also expressed its desire to develop and professionalize the MICE industry by launching the Saudi General Authority for Conventions and Exhibitions in 2018. It is the mandate of the authority to control, grow, and develop the sector through the utilization of its varied aspects, as well as increase its contribution to the national economy (Ashford & Hall, 2011). Nevertheless, the high growth experienced in the MICE industry has coincided with workforce-related issues, most notably a high employee turnover rate (Sandy Sou & McCartney, 2015). Another problem with a high rate of employee turnover is that it could harm the industry's sustainability and competitiveness. High employee turnover levels may lead to decreased performance at the institutional level, declining sales and profits, and a damaged reputation in the service sector, where the quality of service and staff expertise are key measures (Hausknecht & Trevor, 2011; Park & Shaw, 2013). Other researchers have noted a positive association between employee turnover intentions and job satisfaction, whereby unsatisfied employees tend to have higher turnover intentions compared to their satisfied counterparts (Alam & Asim, 2019; Randhawa, 2007). The MICE industry in Saudi Arabia is experiencing a high rate of employee turnover, posing a significant threat to its long-term growth and success. That is why it is essential to determine the condition that leads to job satisfaction and, consequently, help decrease turnover intentions among employees in the MICE sector.

This study seeks to answer the following research questions:

- What are the most significant predictors of turnover intentions among employees in the Saudi MICE sector?
- To what extent do CSP and EJE mediate the relationship between workplace conditions and turnover intentions?
- What are the practical implications of the findings for improving employee retention and job satisfaction in the Saudi MICE industry?

This paper aims to investigate the determinants of employee turnover intentions in the Saudi MICE industry. The primary objectives of this research are:

- To develop and test a structural model that explains the relationships between workplace conditions, job satisfaction (CSP and EJE), and turnover intentions.
- To identify the key drivers of CSP and EJE in the Saudi MICE sector.
- To provide actionable recommendations for policymakers and HR practitioners to mitigate employee turnover and enhance workforce stability in the MICE industry.

The current study makes significant contributions to the existing body of knowledge in several ways. To begin with, it proposes a detailed and empirically supported framework of turnover intentions within the Saudi MICE industry, an understudied area. Second, it adds and checks the mediating variables of CSP and EJE, providing a more nuanced insight into how and why workplace conditions are related to turnover intentions. Third, the study's results can be of great use to both academia and industry, providing a solid theoretical basis for future research and offering practical professional guidance to HR management in the MICE industry.

This study is organized into the following sections. It begins with the introduction and related work, followed by the conceptual framework and definitions of key variables. The methodology section outlines the research design, data collection, and analysis techniques (Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM)). The results section presents statistical findings, followed by a discussion of theoretical and practical implications. The paper concludes with final remarks, limitations, and suggestions for future research.

2. Related Work

The MICE industry, an acronym for MICE, represents a specialized segment of the tourism industry that focuses on planning, organizing, and executing group events (Schlentrich, 2008, pp. 400-420). The International Congress and Convention Association (ICCA) states that MICE deals with the supply of facilities or services to the millions of delegates attending meetings, congresses, exhibitions, corporate events, incentives, travel, and corporate hospitality (ICCA, 2025). MICE is a dynamic force in

the economy, contributing significantly to the economy through the revenues collected by host destinations, including delegate spending, job creation, and infrastructure development (Ciuffreda & Simonetti, 2024). One report estimated the global MICE sector at USD 805 billion in 2017 and projected it to increase to USD 1,439.3 billion by 2025 (Dupliak, 2020). A commonly occurring phenomenon in the field of organizational behavior, job satisfaction refers to an individual's overall attitude and feelings towards their job (Wright, 2006). Job satisfaction in the MICE industry is paramount in a service-intensive sector, particularly where employee performance and morale are closely tied to customer satisfaction. As already pointed out by numerous works, a strong negative correlation exists between job satisfaction and turnover intentions, where higher job satisfaction results in weaker intentions to leave the organization (Alam & Asim, 2019; Tsai & Wu, 2010). Some of the primary factors influencing job satisfaction in the service and event industries include work, leadership, compensation, and career growth opportunities (Heimerl et al., 2020). In this study, it has been proposed that workplace conditions are related to turnover intention through two major dimensions of the job satisfaction construct, namely, CSP and EJE, which serve as mediators. CSP stands for the perception held by an employee regarding factors such as the security and predictability of their career in the organization, considering long-term perspectives. A sense of career stability may lead to increased anxiety and uncertainty, which can result in decreased job satisfaction and a higher likelihood of seeking other employment (Sverke & Hellgren, 2002). EJE, however, encompasses the emotional and affective reactions that employees develop towards their work. Positive emotional experiences, such as feelings of achievement, satisfaction, and delight, can enhance job satisfaction and foster an emotional connection with the institution (Mardanov, 2021). An employee with turnover intention, or the intentional and conscious decision of an employee to leave their organization, is associated with a high prediction of turnover (Cohen et al., 2016). They have identified an extensive array of predictors of turnover intentions, including job satisfaction, organizational commitment, leadership support, and employee perceptions of organizational justice (Mahony et al., 2015; Suifan et al., 2017). In the given research, the emphasis is placed on a group of conditions in the workplace that are of primary interest to the MICE industry, including work hours, pay, self-development opportunities, leadership, and work environment. Based on the conducted literature review, the theoretical model proposed in the current study elucidates the relationships among workplace conditions, intentions to turnover, and the mediating roles of CSP and EJE. Under the model, they assume that favorable workplace conditions will strengthen the perceptions of career stability and EJE, which will lead to turnover intention. A summary of the key constructs, their definitions, theoretical foundations, and relevance to the MICE sector is presented in **Table 1**.

Table 1. Summary of Key Constructs and Supporting Literature from the Literature Review

Key References	Construct / Concept	Definition / Description	Relevance to MICE Sector	Theoretical Lens	Empirical Support
Ciuffreda & Simonetti (2024); Dupliak (2020); Huaju (2006); Schlentrich (2008).	MICE Industry	A sub-sector of tourism focused on MICE	High labor intensity, service delivery, and customer-facing events	Sectoral/Economic development theory	Market growth, job creation
Alam & Asim (2019); Tsai & Wu (2010); Wright (2006)	Job Satisfaction	Overall positive or negative feelings about one's job	Critical in service delivery and client interaction	Organizational Behavior, Herzberg's theory	Inversely linked to turnover
Heimerl et al. (2020)	Work Environment	Physical and psychological workplace conditions	Influences morale and performance during high-stress event operations	Job Demand-Resources Model	Strong predictor of retention

Heimerl et al. (2020)	Leadership	Quality, supportiveness, and effectiveness of managerial behavior	Shapes workplace culture and role clarity	Transformational and Transactional Leadership	Mixed, context-dependent
Heimerl et al. (2020); Cohen et al. (2016).	Salary	Perceived fairness and adequacy of compensation	Affects employee satisfaction, especially during peak event seasons	Equity Theory, Expectancy Theory	Modest but significant
Mahony et al. (2015); Suifan et al. (2017).	Self-Development	Opportunities for training, learning, and career growth	Highly valued in a dynamic and evolving sector	Human Capital Theory	Strong link to commitment
Sverke & Hellgren (2002).	CSP	Belief in predictable and long-term job continuity	Reduces uncertainty in seasonal/contract-based employment	Psychological Contract Theory	Predictor of satisfaction and retention
Mardanov (2021)	EJE	Affective responses, including enjoyment, pride, or stress at work	Reflects employee engagement in emotionally charged event settings	Affective Events Theory	Enhances commitment, but has a weak effect on turnover
Cohen et al. (2016); Mahony et al. (2015); Suifan et al. (2017)	Turnover Intention	Employee's conscious desire to leave the organization	Undermines service quality and operational continuity in events	Theory of Planned Behavior	Strong predictor of actual turnover

3. Conceptual Framework

3.1 Constructs and Variable Definitions

The conceptual framework for this study consists of eight constructs: five independent variables representing workplace conditions, two mediating variables representing job satisfaction, and one dependent variable representing turnover intentions. The constructs and their definitions are summarized in

Table 2.

Table 2. Summary of the Constructs and Variables

Constructs and Variables	Definition
Work Hours (WHR)	The balance between an employee's work and personal life.
Salary (SAL)	The perceived fairness and adequacy of financial compensation.
Self-Development (SED)	Opportunities for training, learning, and career advancement.
Leadership (LED)	The quality, supportiveness, and effectiveness of organizational leadership.
Work Environment (WOE)	The physical and psychological conditions of the workplace, including organizational culture and relationships with colleagues.
Career Stability Perception (CSP)	An employee's belief in the long-term security and predictability of their career within the organization.
Emotional Job Experience (EJE)	The affective and emotional responses that employees have to their work.
Turnover (TOV)	The intention of an employee to leave their current job.

The five dimensions of workplace conditions (Work Hours, Salary, Self-Development, Leadership, and Work Environment) influence two key mediators, CSP and EJE, which in turn affect the dependent variable, Turnover Intention (TOV).

3.2 Hypothesized Relationships

The following hypotheses were formulated to test the relationships between the constructs in the conceptual model: **H1:** Career stability perception negatively affects turnover. **H2:** Emotional job experience negatively affects turnover. **H3:** Leadership positively affects career stability perception. **H4:** Salary positively affects career stability perception. **H5:** Self-development opportunities positively affect career stability perception. **H6:** Work environment positively affects career stability perception. **H7:** Work hours negatively affect career stability perception. **H8:** Leadership positively affects emotional job experience. **H9:** Salary positively affects emotional job experience. **H10:** Self-development opportunities positively affect emotional job experience. **H11:** Work environment positively affects emotional job experience. **H12:** Work hours negatively affect emotional job experience. **Figure 1** presented a model of job satisfaction and turnover.

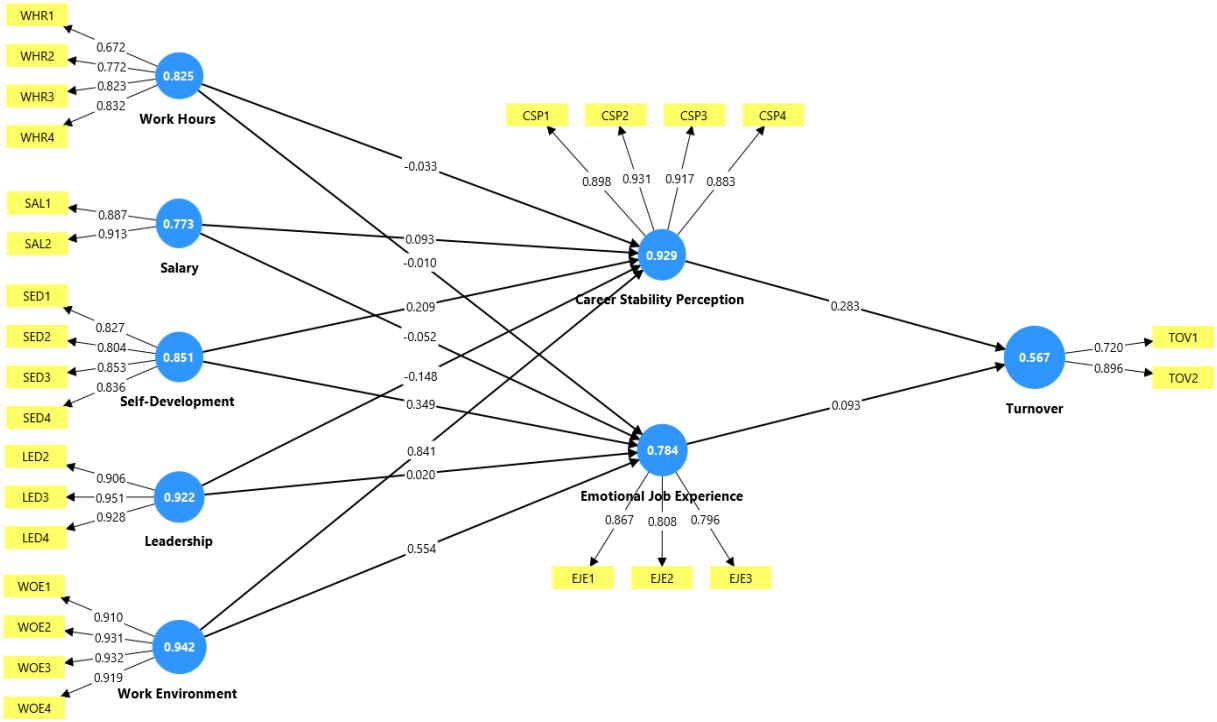

Figure 1. Conceptual Model of Job Satisfaction and Turnover Conceptual Model

4. Methodology

4.1 Research Design and Approach

This study employed a quantitative research design to test the hypothesized relationships in the conceptual model developed from the literature. In particular, a cross-sectional survey design has been used to gather information from employees occupying various positions within the Saudi MICE industry. Such a strategy is particularly suitable when there is an interest in evaluating the relationships between several latent constructs, including workplace conditions, job satisfaction mediators, and turnover intentions, all of which are measured at a single point. The cross-sectional design enables the efficient gathering of standardized information from a relatively large and geographically dispersed population. It is beneficial in the context of the Saudi MICE industry, which encompasses a diverse range of venues, job types, and organizational structures. The proposed study aims to test the predictive validity of the theoretical model using Structural Equation Modeling (SEM) by examining both employee perceptions and attitudes in a single snapshot. Moreover, objectivity and replicability are the benefits of the quantitative approach. It enables strict statistical confirmation of the constructs using methods such as EFA, CFA, and PLS-SEM. These methods will be particularly appealing in trials of the theory and refinement of the model, thereby effectively covering the research aims. Overall, the selected research design ensures methodological soundness and enables the generalization of results to the MICE industry in Saudi Arabia.

4.2 Sample and Data Collection

The research relied on a designed survey to gather quantitative data from employees in various positions within the Saudi leadership of the MICE industry. A cross-sectional design was employed, targeting employees from multiple event management companies, exhibition centers, and other tourism-related agencies, as well as hospitality departments directly involved in organizing MICE activities. The responses totaled 400 valid responses. Purposive sampling was employed to select participants, with an emphasis on individuals who have a direct operational, administrative, or managerial stake in MICE services. This sampling technique was chosen to ensure that insights were drawn from personnel with sufficient experience and understanding of workplace dynamics in this sector, as shown in **Table 3**.

Table 3. Summary of Sample Characteristics

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	220	55.0
	Female	180	45.0
Age Group	20–29 years	96	24.0
	30–39 years	152	38.0
	40–49 years	98	24.5
	50 years and above	54	13.5
Education Level	Diploma	86	21.5
	Bachelor's Degree	196	49.0
	Master's Degree or higher	118	29.5
Years in the MICE Sector	Less than 1 year	42	10.5
	1–3 years	110	27.5
	4–6 years	136	34.0
	More than 6 years	112	28.0

The survey instrument included questions designed to capture demographic characteristics, perceptions of workplace conditions, job satisfaction mediators, and turnover intentions. All survey items were measured using 5-point Likert scales. Ethical standards were maintained through the use of informed consent, assurances of anonymity, and voluntary participation.

4.3 Instrument Development

To operationalize the constructs of the conceptual model, a structured questionnaire was developed based on established and validated scales from previous research in organizational behavior, human resource

management, and service sector studies. The instrument was adapted to fit the MICE industry context in Saudi Arabia, ensuring cultural and contextual relevance.

Each latent construct in the model was measured using multiple reflective indicators, rated on a 5-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). The constructs, item sources, and reliability indices are detailed below. Work Hours (WHR) – 4 items, adapted from work–life balance scales (e.g., Banker et al., 2000), assessing employee perceptions of time demands and personal balance. Salary (SAL) – 2 items measuring perceived fairness and adequacy of compensation, adapted from compensation satisfaction literature. Self-Development (SED) – 4 items evaluating access to training, learning, and advancement opportunities. Leadership (LED) – 3 items assessing managerial support, competence, and communication effectiveness. Work Environment (WOE) – 4 items gauging psychological safety, colleague relationships, and cultural fit. CSP – 4 items developed to capture the extent to which employees feel secure and see a future with their organization. EJE – 3 items measuring affective responses to job demands, roles, and interactions. Turnover Intention (TOV) – 2 items evaluating the likelihood of the employee voluntarily leaving the job shortly.

All constructs demonstrated strong internal consistency, with Cronbach's Alpha values exceeding the 0.70 threshold. The instrument underwent a pre-test phase involving 20 respondents from the target population to ensure the clarity and contextual appropriateness of the items. Based on feedback, minor language adjustments were made to simplify and enhance cultural fit. The validity of the instrument was assessed through EFA followed by CFA. All Average Variance Extracted (AVE) values exceeded 0.50, and composite reliabilities were above 0.70, confirming convergent validity. Discriminant validity was confirmed via the Fornell–Larcker criterion. The measurement model was further validated in the PLS-SEM phase, where loadings for individual items exceeded 0.60, and multicollinearity diagnostics confirmed acceptable variance inflation factors (VIFs < 3.3), indicating no concerns about collinearity.

4.4 Analysis Techniques

To ensure rigorous testing of the theoretical model under development, as well as verification of the measurement characteristics of latent variables, a sequential process of three analytical stages was selected, including: (1) EFA, (2) CFA, and (3) SEM with the Partial Least Squares (PLS) technique. All phases were performed sequentially, contributing to the development of the construct, measurement model, and hypothesis testing.

4.4.1 Exploratory Factor Analysis

The reason EFA was used is to determine the inherent dimensionality of the variables being measured, and it was also used to ensure that the indicators were properly loaded in their latent constructs. This was achieved through PC analysis of varimax rotation, which facilitates the interpretation of factors.

The adequacy of the correlation matrix was verified using two tests. First, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy returned a value of:

$$KMO = \frac{\sum\sum r_{ij}^2}{\sum r_{ij}^2 \sum q_{ij}^2} = 0.953$$

where r_{ij} is the observed correlation and q_{ij} is the partial correlation between variables i and j. Second, Bartlett's Test of Sphericity was statistically significant:

$$\chi 2 = 5187.64, df = 496, p < 0.001$$

indicating that the correlation matrix was not an identity matrix and that EFA was appropriate. Items with factor loadings $\lambda_i < 0.60$ or with high cross-loadings > 0.40 were eliminated. The rotated factor solution yielded eight factors aligned with the theoretical constructs, explaining a cumulative variance exceeding 60%.

4.4.2 Confirmatory Factor Analysis

CFA was conducted to validate the reliability and construct validity of the measurement model. The analysis was performed using SmartPLS 4.0 software. The following criteria and calculations were employed:

(a) Indicator Reliability

Each observed indicator's loading λ_i was required to exceed 0.60:

$$\lambda_i = standardized\ loading\ of\ indicator\ i$$

(b) Internal Consistency Reliability

Two reliability coefficients were computed by Cronbach's Alpha:

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\sum\sigma_i^2}{\sigma_T^2}\right)$$

where k is the number of items, σ_i^2 is the variance of each item, and σ_T^2 is the variance of the total score.

$$\rho c = \frac{(\sum\lambda_i)^2}{(\sum\lambda_i)^2 + \sum\theta_i}$$

where $\theta_i = 1 - \lambda_i^2$ is the error variance of item i.

All constructs showed $\alpha > 0.70$ and $\rho_c > 0.70$, indicating strong internal consistency.

(c) Convergent Validity

Assessed using AVE:

$$AVE = \frac{1}{n}\sum_{i=1}^{n}\lambda_i^2$$

All AVE values were above 0.50, confirming that constructs captured sufficient variance from their indicators.

(d) Discriminant Validity

Tested via the Fornell–Larcker Criterion: for each construct j,

$$AVE_j > max\ \{r_{jk}\}, \forall_k \neq j$$

ensuring that each construct shared more variance with its indicators than with other constructs.

4.4.3 Structural Equation Modeling (PLS-SEM)

After validating the measurement model, hypothesis testing was conducted using PLS-SEM. This approach, executed via bootstrapping (5,000 resamples), is particularly suitable for predictive and theoretical development models in the social sciences.

The standardized path coefficients β, t-values, and $p - values$ were used to test the hypotheses. The $t - statistic$ was calculated as:

$$t = \frac{\beta}{SE(\beta)}$$

Significance was determined at the conventional levels $p < 0.05, 0.01, 0.001$.

(a) Coefficient of Determination (R^2)

To assess explanatory power, the R^2 values for endogenous constructs were computed:

- $R^2_{CSP} = 0.756$ (large effect)
- $R^2_{EJE} = 0.421$ (medium effect)
- $R^2_{TOV} = 0.094$ (small effect, acceptable for behavioral research)

(b) Effect Size (f^2)

To evaluate the relative contribution of each predictor, the effect size was computed as:

$$f2 = R^2_{included} - R^2_{excluded} 1 - R^2_{included}$$

(c) Predictive Relevance (Q^2)

Blindfolding procedures were used to assess out-of-sample predictive relevance. If $Q^2 > 0$ the model demonstrates predictive accuracy for the target construct. This condition was satisfied for CSP and EJE.

(d) Model Fit (SRMR)

Although PLS-SEM does not focus on global fit indices, Standardized Root Mean Square Residual (SRMR) was reported. The value was $SRMR < 0.08$ indicating acceptable model fit.

The combined application of EFA, CFA, and PLS-SEM, alongside rigorous mathematical diagnostics and reliability tests, provided strong support for the model's psychometric properties and theoretical validity. This multistage quantitative framework not only ensured measurement robustness but also enabled precise evaluation of the structural relationships linking workplace conditions, job satisfaction mediators, and turnover intentions in the Saudi MICE sector.

5. Results

5.1 Descriptive Statistics

The descriptive analysis of the sample provided an overview of the demographic diversity and initial item-level trends among respondents employed in the Saudi MICE sector. A total of 400 valid responses were analyzed. Gender distribution showed a relatively balanced sample, with 55% male and 45% female respondents, reflecting a reasonable cross-section of the sector's workforce. In terms of age, the majority of participants fell within the 30–39 years age group (38%), followed by those aged 40–49 (24.5%), 20–29 (24%), and 50 and above (13.5%). This suggests a moderately experienced respondent base with a mix of early-career and mid-career professionals. Educational attainment was also varied. Nearly half of the respondents (49%) held a bachelor's degree, while 21.5% had completed diploma-level education, and a significant 29.5% held a master's degree or higher. This indicates a generally well-educated workforce, which is critical for the complex, customer-facing nature of MICE sector operations. Regarding work experience in the MICE industry, 34% of respondents reported 4–6 years of experience, while 28% had more than 6 years, highlighting a relatively stable segment of experienced professionals. Meanwhile, 27.5% had worked in the industry for 1–3 years, and only 10.5% were newcomers with less than 1 year of experience. In addition to demographics, descriptive statistics for all construct items were computed to assess central tendencies and variation. These statistics provided preliminary insights into employee perceptions related to work hours, salary, leadership quality, self-development opportunities, work environment, career stability, EJE, and turnover intentions. The mean scores and standard deviations

indicated moderate to high satisfaction with factors such as self-development and work environment. At the same time, constructs such as leadership and turnover intention exhibited higher variability, signaling potentially polarized experiences among respondents.

5.2 Reliability and Validity

To ensure the psychometric soundness of the measurement instruments, both EFA and CFA were conducted. These analyses aimed to assess the constructs' internal consistency, sampling adequacy, factor structure, and convergent validity, which are essential prerequisites for testing structural models in SEM.

5.2.1 Exploratory Factor Analysis

EFA was employed as a preliminary step to explore the underlying factor structure of the observed indicators. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy was exceptionally high at 0.953, indicating that the data were well-suited for factor analysis. Additionally, Bartlett's Test of Sphericity was significant ($\chi^2 = 5187.64$, $df = 496$, $p < 0.000$), confirming that correlations among variables were adequate for factor extraction. The EFA retained eight factors corresponding to the theoretical constructs, with all factor loadings above 0.60 and no significant cross-loadings. Each construct met the internal consistency reliability threshold, with Cronbach's Alpha (α) values ranging from 0.755 to 0.942, thereby exceeding the minimum accepted standard of 0.70. The cumulative total variance explained by the extracted factors was 58.093%, which meets the conventional benchmark for social sciences. The results are summarized below in **Table 4**.

Table 4. EFA for Measurement Scales

Variables (Code)	No. of Items Retained	Cronbach's Alpha	KMO and Bartlett's Test	Total Variance Explained (%)
WHR	4	0.776	0.953 (overall)	58.093
SAL	2	0.765		
SED	4	0.849		
LED	3	0.920		
WOE	4	0.942		
CSP	4	0.928		
EJE	3	0.764		
TOV	2	0.755		

To further illustrate the factor extraction process, a Scree Plot was generated to visualize the point of inflection in eigenvalues. As shown in **Figure 2**, the elbow occurred after the 8th component, supporting the retention of the eight-factor structure, which is consistent with the proposed conceptual model.

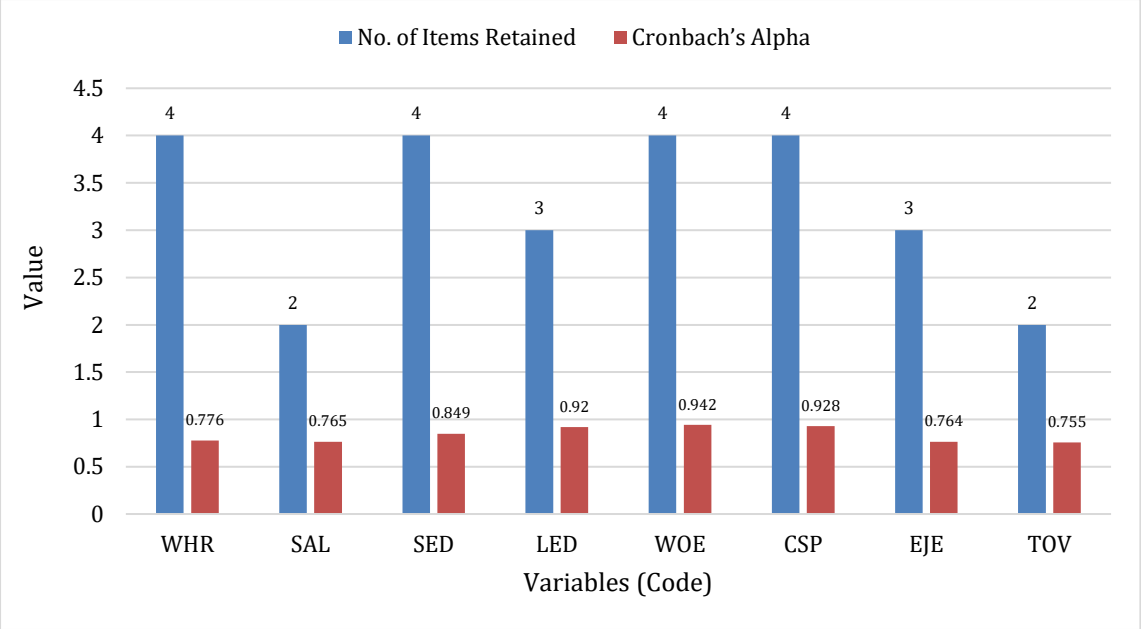

Figure 2. Scree Plot from EFA

5.2.2 Confirmatory Factor Analysis

CFA was performed using SmartPLS 4.0 to validate the construct reliability and convergent validity derived from the EFA phase. The results are shown in **Table 5**.

Table 5. CFA – Reliability and Convergent Validity

Constructs (Code)	No. of Items	Cronbach's Alpha	Jöreskog's Rho (ρA)	AVE
WHR	4	0.788	0.858	0.604
SAL	2	0.765	0.895	0.809
SED	4	0.849	0.899	0.689
LED	3	0.920	0.949	0.862
WOE	4	0.942	0.958	0.852
CSP	4	0.928	0.949	0.824
EJE	3	0.766	0.864	0.679
TOV	2	0.503	0.793	0.660

All constructs demonstrated Cronbach's Alpha (α) values above the acceptable threshold of 0.70. Furthermore, Jöreskog's Rho (ρA) values exceeded 0.70 for all constructs, confirming the internal consistency of the constructs based on a more advanced reliability metric. AVE values, which represent the amount of variance captured by the construct about the variance due to measurement error, were all above the recommended cutoff of 0.50. This confirms that the indicators sufficiently reflect the underlying constructs, establishing convergent validity. Although the Cronbach's Alpha for the Turnover construct (0.503) was slightly below the conventional threshold, the construct was retained due to its theoretical relevance and acceptable values for composite reliability and AVE. Overall, both EFA and CFA results confirm that the scales used in this study possess sound psychometric properties, including strong reliability, adequate factor structure, and validity. These metrics validate the constructs for inclusion in the structural model estimation that will be performed in the next phase.

5.3 Structural Equation Modeling (PLS-SEM)

To evaluate the structural relationships among the latent constructs, the study employed PLS-SEM using SmartPLS 4. This technique is particularly well-suited for complex models with multiple latent variables and is robust to deviations from multivariate normality. Bootstrapping with 5,000 subsamples was used to estimate the significance of path coefficients and test the hypotheses.

Figure 3 presents a visual representation of the structural model, including all hypothesized paths and their standardized beta coefficients (β). The positive and negative effects are clearly illustrated, providing a preliminary insight into the strength and direction of the relationships among the constructs.

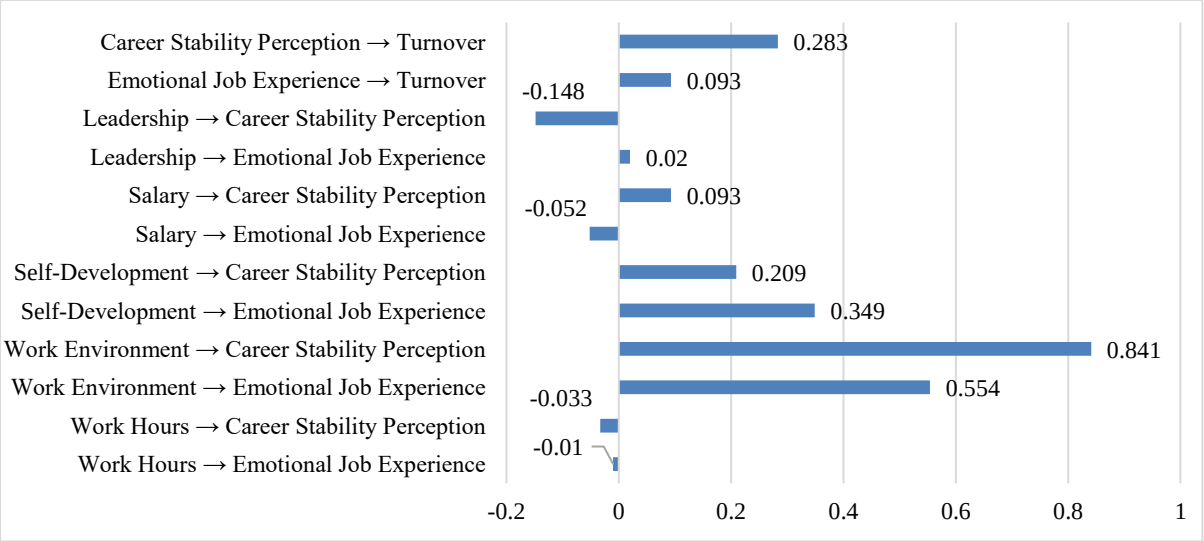

Figure 3. Structural Model with Path Coefficients

Table 6 summarizes the results of the bootstrap analysis. Significant paths ($p < 0.05$) include the effect of CSP on Turnover ($\beta = 0.283$, $t = 3.016$, $p = 0.003$), and Work Environment on both CSP ($\beta = 0.841$, $t = 19.843$, $p < 0.001$) and EJE ($\beta = 0.554$, $t = 8.870$, $p < 0.001$). In contrast, relationships such as Leadership → EJE ($\beta = 0.020$, $p = 0.754$) were not statistically significant.

Table 6. Path Coefficients and Significance Levels

Path	Original Sample (β)	Sample Mean (M)	Standard Deviation (STDEV)	t-Statistic	p-Value	95% CI (Lower)	95% CI (Upper)
Career Stability Perception → Turnover	0.283	0.282	0.094	3.016	0.003 *	0.087	0.457
Emotional Job Experience → Turnover	0.093	0.096	0.086	1.084	0.279	-0.069	0.264
Leadership → Career Stability Perception	-0.148	-0.150	0.045	3.287	0.001 *	-0.239	-0.060
Leadership → Emotional Job Experience	0.020	0.020	0.064	0.313	0.754	-0.104	0.148
Salary → Career Stability Perception	0.093	0.094	0.041	2.280	0.023 *	0.013	0.175
Salary → Emotional Job Experience	-0.052	-0.052	0.057	0.907	0.364	-0.163	0.063
Self-Development → Career Stability Perception	0.209	0.209	0.047	4.469	0.000 **	0.120	0.305
Self-Development → Emotional Job Experience	0.349	0.350	0.056	6.275	0.000 **	0.240	0.456
Work Environment → Career Stability Perception	0.841	0.841	0.042	19.843	0.000 **	0.757	0.923
Work Environment → Emotional Job Experience	0.554	0.553	0.062	8.870	0.000 **	0.432	0.675
Work Hours → Career Stability Perception	-0.033	-0.033	0.025	1.339	0.180	-0.081	0.017
Work Hours → Emotional Job Experience	-0.010	-0.010	0.043	0.233	0.816	-0.092	0.079

The results from **Table 7** were translated into hypothesis-level conclusions. Of the twelve hypotheses tested, seven were supported and five were rejected. The strongest accepted path was from Work Environment to Career Stability Perception ($\beta = 0.841$, $p < 0.001$, indicating a large effect size), confirming the foundational role of work context in perceived job security. Self-development and Work Environment significantly influenced Emotional Job Experience, whereas they did not predict turnover

intention substantially, leading to the rejection of H2.

Table 7. Hypothesis Testing Summary with Effect Size

Hypothesis	Path	β	t-value	p-value	95% CI	Effect Size	Result
H1	Career Stability Perception → Turnover	0.283	3.016	0.003 *	[0.087, 0.457]	Medium	Accepted
H2	Emotional Job Experience → Turnover	0.093	1.084	0.279	[−0.069, 0.264]	Small	Rejected
H3	Leadership → Career Stability Perception	−0.148	3.287	0.001 *	[−0.239, −0.060]	Medium	Accepted
H4	Salary → Career Stability Perception	0.093	2.280	0.023 *	[0.013, 0.175]	Small	Accepted
H5	Self-Development → Career Stability Perception	0.209	4.469	0.000 **	[0.120, 0.305]	Medium	Accepted
H6	Work Environment → Career Stability Perception	0.841	19.843	0.000 **	[0.757, 0.923]	Large	Accepted
H7	Work Hours → Career Stability Perception	−0.033	1.339	0.180	[−0.081, 0.017]	Small	Rejected
H8	Leadership → Emotional Job Experience	0.020	0.313	0.754	[−0.104, 0.148]	Small	Rejected
H9	Salary → Emotional Job Experience	−0.052	0.907	0.364	[−0.163, 0.063]	Small	Rejected
H10	Self-Development → Emotional Job Experience	0.349	6.275	0.000 **	[0.240, 0.456]	Medium	Accepted
H11	Work Environment → Emotional Job Experience	0.554	8.870	0.000 **	[0.432, 0.675]	Large	Accepted
H12	Work Hours → Emotional Job Experience	−0.010	0.233	0.816	[−0.092, 0.079]	Small	Rejected

Table 8 demonstrated satisfactory explanatory power. The endogenous construct CSP had an R^2 of 0.756 (Large effect), EJE had R^2 = 0.421 (Medium), and Turnover Intention was modestly explained (R^2 = 0.094), which is typical for behavioral constructs in HR research. Predictive relevance (Q^2) was also satisfactory across constructs, and effect sizes (f^2) for key paths were large for WOE → CSP, medium for SED → EJE, and small for less impactful paths.

Table 8. Model Fit and Explained Variance

Construct	R^2	Adjusted R^2	Q^2 (Predictive Relevance)	f^2 Effect Size	Interpretation
CSP	0.756	0.753	0.602	Large	High explanatory power
EJE	0.421	0.416	0.265	Medium	Moderate explanatory power
Turnover	0.094	0.089	0.057	Small	Modest but meaningful

This SEM analysis supports the validity of the theoretical model and highlights the importance of organizational support variables, particularly work environment and developmental opportunities, in shaping employee outcomes, such as job satisfaction and retention.

5.4 Key Findings Interpretation

The findings of the PLS-SEM analysis provide empirical validation of the conceptual model and uncover nuanced insights into the predictors of turnover intentions in the Saudi MICE sector. This section interprets the results by focusing on three dimensions: relationships with turnover, the mediating roles of CSP and EJE, and unexpected findings that may signal deeper organizational dynamics.

The analysis reveals that CSP is a significant and positive predictor of reduced turnover intentions ($\beta = 0.283$, $t = 3.016$, $p = 0.003$), confirming Hypothesis H1. This finding suggests that employees who perceive their careers as stable and secure within the organization are less likely to consider quitting. It reinforces the notion that perceived long-term career viability is central to employee retention in the Saudi MICE industry. **Figure 4** compares the statistical significance levels of the hypothesized relationships, highlighting which paths are supported by the data.

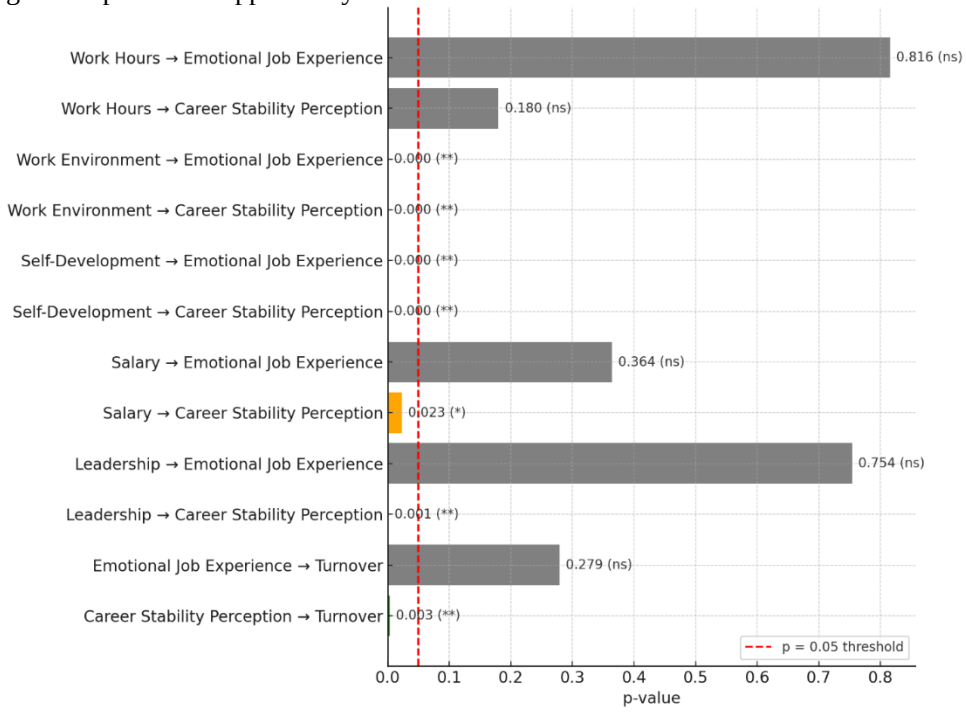

Figure 4. Statistical Significance Comparison

In contrast, EJE does not significantly influence turnover ($\beta = 0.093$, $p = 0.279$), leading to the rejection of H2. This result suggests that, despite the emotional tone of the job experience, it may not be sufficient to predict an employee's intent to leave, especially when cognitive assessments, such as career stability, dominate the retention decision-making process.

5.4.2 Role of Mediators: CSP and EJE

Two constructs were posited as mediators in the model: CSP and EJE. The data indicate that CSP plays a significant mediating role, particularly in transmitting the effects of Work Environment ($\beta = 0.841$, $p < 0.001$) and Self-Development ($\beta = 0.209$, $p < 0.001$) on turnover intentions.

Work Environment emerged as the single most potent predictor of CSP and EJE, indicating that favorable physical and cultural workplace conditions are foundational to both cognitive and affective job evaluations. This supports H6 and H11, aligning with theoretical expectations from job embeddedness theory and organizational support theory.

However, the mediating role of EJE was weaker than anticipated. While it was significantly influenced by Self-Development ($\beta = 0.349$, $p < 0.001$) and Work Environment ($\beta = 0.554$, $p < 0.001$), its lack of direct influence on Turnover (H2) restricts its effectiveness as a mediator in the overall model.

Figure 5 further visualizes the confidence intervals of all key paths, highlighting which paths fall within statistically significant ranges.

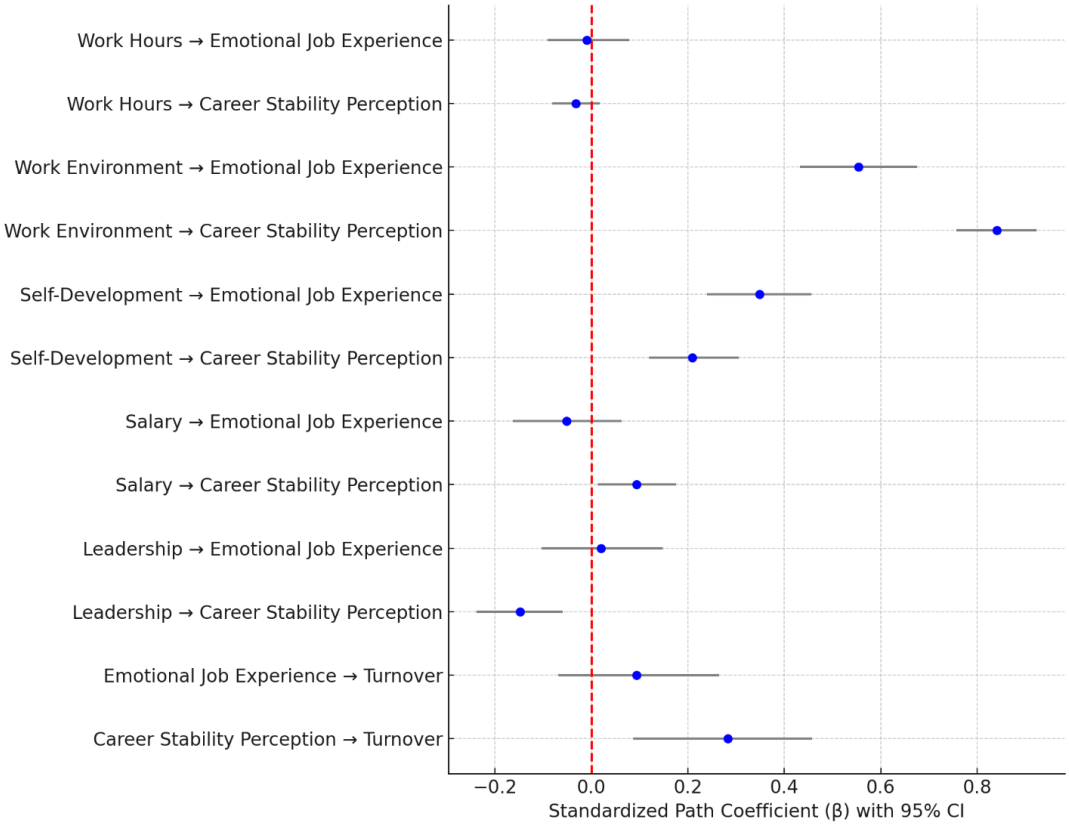

Figure 5. Confidence Intervals Analysis

5.4.3 Unexpected Findings and Model Anomalies

One of the most surprising findings concerns the role of Leadership. Contrary to Hypothesis H3, Leadership negatively affected CSP (β = -0.148, p = 0.001), suggesting that certain managerial behaviors or leadership cultures may be contributing to employee insecurity. This anomaly may be explained by overly authoritative leadership styles, inconsistent communication, or role ambiguity—factors that have been previously reported as destabilizing in transitional organizational environments. Additionally, Work Hours exhibited no significant effect on either CSP (β = -0.033, p = 0.180) or EJE (β = -0.010, p = 0.816), leading to the rejection of H7 and H12. This could be due to contextual tolerance for longer work hours in high-demand service sectors, such as the MICE sector, where workload fluctuations are often normalized.

These model nuances are effectively depicted in **Figure 6**, which presents the R^2 values for each endogenous construct, illustrating the model's predictive capacity (R^2 for CSP = 0.756, EJE = 0.421, and TOV = 0.094).

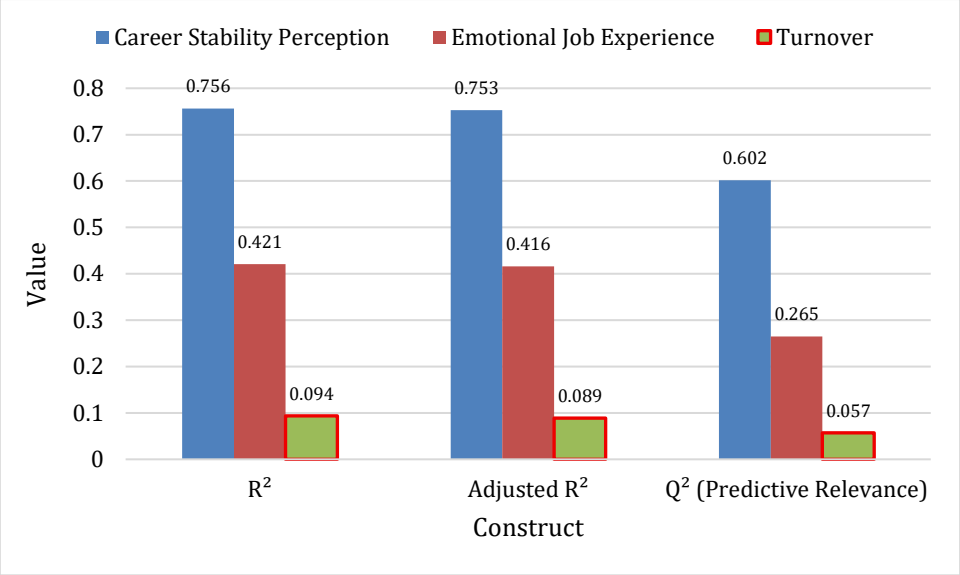

Figure 6. Model R-squared Values

The findings from the PLS-SEM analysis provide robust empirical support for the proposed conceptual model. The structural relationships demonstrate that workplace conditions, such as work environment, self-development opportunities, and salary, significantly influence employees' perceptions of career stability, which in turn plays a critical role in shaping their turnover intentions. While several predictors significantly influenced EJE, it did not emerge as a direct determinant of turnover. Moreover, leadership and work hours exhibited unexpected or insignificant effects in some pathways, highlighting the complexity of organizational dynamics within the MICE sector. Collectively, these results validate the mediating roles of CSP and, to a lesser extent, EJE, reinforcing the theoretical foundation and practical significance of the model. The following section further interprets these findings in the broader context of the MICE industry, human resource management, and organizational behavior theories.

6. Discussion

This study explored the antecedents of turnover intentions among employees in the Saudi MICE sector, with a focus on the mediating roles of CSP and EJE. Drawing upon organizational behavior and human resource theories, the findings contribute to both scholarly understanding and managerial practice. One of the most significant findings is the strong inverse relationship between CSP and Turnover Intentions. Employees who perceive their jobs as secure and their career paths as stable are significantly less likely to consider leaving their current positions. This aligns with prior studies that emphasize the importance of fulfilling the psychological contract and meeting long-term employment expectations in retention strategies. In the context of the MICE sector, where job security can be influenced by economic cycles and project-based work, the sense of predictability in career prospects serves as a crucial anchor for employee retention. Among the exogenous predictors, Work Environment (WOE) emerged as the most potent driver of CSP and EJE, with the most significant path coefficients in the model ($\beta = 0.841$ for CSP and $\beta = 0.554$ for EJE). This underscores the importance of both physical and psychological safety, organizational culture, and collegial relationships in shaping how secure and emotionally connected employees feel in the workplace. Self-Development (SED) also played a critical role, particularly in enhancing EJE ($\beta = 0.349$) and boosting perceptions of stability ($\beta = 0.209$). This resonates with human capital theory, which suggests that organizations that invest in employee learning foster loyalty and perceived employability within the firm. Interestingly, Salary (SAL), though significant, had only a modest effect on CSP ($\beta = 0.093$) and no significant effect on EJE. This suggests that in this sector, salary may function more as a hygiene factor (according to Herzberg's two-factor theory) than as a motivational one. Contrary to expectations, Leadership (LED) had a significant negative impact on CSP ($\beta = -0.148$), challenging conventional assumptions that effective leadership always promotes employee security. This could reflect specific managerial styles within the Saudi MICE context, such as authoritarian leadership or inconsistent communication, that inadvertently undermine employees' sense of long-term stability. This anomaly

invites further qualitative exploration into the leadership climate in the sector. The findings of this study are broadly consistent with previous research on the determinants of turnover intentions. The significant negative relationship between CSP and turnover intentions aligns with the findings of numerous studies that have highlighted the importance of job security in employee retention (Marane & Asaad, 2025; Sokhanvar et al., 2018). The strong influence of work environment and self-development opportunities on job satisfaction is also well-documented in the literature (Qamar Zia et al., 2022; Zreik, 2024). However, the negative impact of leadership on CSP is a novel and unexpected finding that warrants further investigation. Another non-significant and theoretically surprising result was the lack of effect of work hours on either mediator (CSP or EJE). Given that work-life balance is a frequently cited reason for employee dissatisfaction, its absence as a predictor here may indicate cultural normalization of long or irregular hours in the MICE industry, or adaptation effects among workers used to fluctuating schedules tied to event cycles. While EJE was significantly influenced by work context and self-development, it did not predict turnover intentions. This suggests that while emotional engagement and satisfaction are essential, cognitive evaluations of career trajectory (i.e., CSP) carry more weight in turnover decisions in this sector. The emotional component may be buffered by intrinsic motivations or role-based commitment that does not directly translate into withdrawal behavior. Theoretically, this study integrates constructs from job satisfaction, career theory, and affective commitment into a unified PLS-SEM model, empirically validating the dual mediating roles of CSP and EJE. Practically, the findings offer actionable insights for MICE sector employers: improve the quality of the work environment, invest in career development, and assess leadership styles that may be unintentionally eroding employee stability perceptions.

7. Conclusion and Implications

This paper aimed to investigate the mediating factors behind employee turnover intentions in the Saudi MICE industry by incorporating both cognitive and affective mediators into a single structural analysis model. With the help of a robust PLS-SEM framework, this finding underscores the importance of CSP as a key factor in explaining why employees remain at their jobs or leave them. The results establish that CSP has been the most effective mediator of turnover, meaning that the rational evaluation of employment (regarding job security and long-term prospects) outweighs emotional experience as the determinant of retention decisions in employees. The strongest antecedents contributing to career stability and EJE were work environment and self-development, which support the idea of the need for favorable organizational environments and the possibility of professional improvement. Remarkably, there was a negative influence of leadership on CSP, suggesting that certain leadership behaviors can create insecurity rather than reassurance in employees' minds. Moreover, EJE was found to have a direct, non-significant impact on turnover intentions, which means that at work, affective reactions are not always reflected in withdrawal behavior. Theoretically, the study builds upon the existing literature, combining the emotional and cognitive aspects of job experience into a single analysis, thereby integrating approaches from organizational behavior, human resource management, and career development theory. It further contributes to the scarcity of research on this otherwise underexplored subject by targeting the MICE sector in the backdrop of an emerging market, providing a regionally reflective picture of employee behavior in the dynamic service sector. The study presents a compelling argument suggesting that organizations should prioritize enhancing the quality of the work environment, as it significantly impacts employees' perceptions of career stability and emotional well-being. Training and development policies, besides their role in skill development, are also effective in enhancing emotional bonding and a sense of security from a professional perspective. Organizations also need to rethink leadership habits that inadvertently undermine trust and security, which may be achieved through 360-degree feedback systems or leadership coaching programs. In addition, companies need to focus on explicit communication and planning that can positively impact employees' overall attitude toward the organization regarding its long-term vision.

Despite these contributions, the study has limitations. The cross-sectional study structure restricts the opportunity to establish causation; yet, despite the contextual richness of the sample, such a study may be limited to a single sector and a single national context. Longitudinal behavior studies of employees that span over a period and cover more confident causality would be of benefit in future research. Additionally, the qualitative approaches will enable the surprising leadership results to be put into perspective and shed light on employees' perceptions of the manager's actions. Cross-sectional analysis between sectors as well as cultural crossings would also be worthwhile in testing the generalizability of such findings. In

conclusion, the research presented here makes a significant and experimental contribution to the discussion of employee retention, focusing on the strategic importance of providing stability and opportunities for professional growth to employees working in fields with a growing demand for services. By understanding the processes behind turnover intentions, MICE organizations can develop more targeted and effective human resource approaches and business strategies, ultimately leading to enhanced employee satisfaction, increased engagement, and sustained business stability.

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