






# “Exploring the moderating effects of perceived alternative job opportunities and work experience on the relationship between job satisfaction and turnover intentions: A study among educators in Lebanon”

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# EXPLORING THE MODERATING EFFECTS OF PERCEIVED ALTERNATIVE JOB OPPORTUNITIES AND WORK EXPERIENCE ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND TURNOVER INTENTIONS: A STUDY AMONG EDUCATORS IN LEBANON

**Abstract**

Turnover is a common occurrence where employees choose to leave an organization. Despite previous research on turnover intentions and job satisfaction, the impact of work experience and perceived alternative job opportunities, especially during economic crises, has not been adequately studied. This study aims to explore the relationship between turnover intentions and job satisfaction, considering factors of work experience and perceptions of other job opportunities. This study was conducted in Lebanon, and 156 educators were surveyed via electronic questionnaires. The data analysis included descriptive statistics, Pearson correlation, and hierarchical regression modeling. The findings reveal a significant negative correlation between turnover intention and job satisfaction ( $r = -0.315^*$ ,  $p < 0.05$ ). Perceived alternative job opportunities do not show a significant correlation with job satisfaction ( $\beta = -0.028$ ,  $p > 0.05$ ), thus having no moderating role. However, work experience significantly moderates the relationship between job satisfaction and turnover intentions ( $\beta = -0.052^*$ ,  $p < 0.05$ ). Despite the negative impact on job satisfaction, Lebanon's economic crisis affects teachers' decision to stay due to limited job opportunities.

**Keywords**

perception, alternative employment opportunities, experience, satisfaction, turnover intention, Lebanon, economic crisis

**JEL Classification**

J28, J63, J21, J64

**INTRODUCTION**

The economic, social, and security situation in Lebanon has significantly worsened since the protests in October 2019, which demanded a change of government. Lebanon is currently facing a "triple crisis" due to the economic collapse, the negative impact of the global COVID-19 pandemic, and the devastating explosion in Beirut on August 4. As a result, a large number of Lebanese individuals have fallen below the poverty line. Additionally, the living conditions of those who were already in poverty have deteriorated due to inflation, reduced employment opportunities, and limited access to basic social services.

Employee turnover in low-income economies like Lebanon has become a prominent topic in the labor law literature (Hatayama, 2022). Employee turnover poses a significant threat to achieving organizational goals (Robbins & Judge, 2017).

Transparency and integrity have been major concerns in public sector organizations for over two decades (Pitts et al., 2011). While a certain level of employee turnover is necessary for the organization to function (Wynen & Op de Beeck, 2014), it can result in increased costs and disruptions in workflow (Lia & Bambang, 2017). Turnover has high costs, including reduced performance, separation, recruitment, training, and decreased productivity (Albalawi et al., 2019; Grissom et al., 2012). The challenge of replacing skilled employees is further compounded by upcoming retirements (Hatun, 2010).

Even before the COVID-19 pandemic and the subsequent economic downturn, the Middle East and North Africa region was dealing with persistent labor market issues. This pre-existing context further complicates the labor market dynamics in Lebanon, particularly affecting sectors such as education (Hatayama, 2022).

Despite efforts to prioritize employee retention, Lebanon continues to struggle with high turnover rates (Ahmad et al., 2018). Several factors contribute to turnover, including salary, working conditions, stress, workload, training, leadership, and family issues (Yang et al., 2012). However, despite an extensive body of academic literature on turnover worldwide, there is a lack of empirical studies specifically focused on high turnover in the Arab world, particularly in Lebanon. This research gap emphasizes the need for consistent and conclusive results (Noaman et al., 2023; Albawali et al., 2019).

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## 1. LITERATURE REVIEW

Employee turnover refers to the disengagement of employees from an organization due to various reasons. This phenomenon can have detrimental effects on the organization's financial stability and its capacity to provide essential services (Belete, 2018). Consequently, it has become a crucial concern for researchers, educators, and managers (Al Mamun & Hasan, 2017).

High turnover intention serves as a reliable indicator of employees' inclination to leave the organization and disengage from their responsibilities (Li et al., 2016). Therefore, organizations must comprehend the factors contributing to turnover intention. Elevated turnover rates not only impact the organization's morale and sense of cohesion (Joe et al., 2018), but they can also result in adverse financial consequences, including recruitment and training expenses, loss of valuable expertise, and reduced productivity (Belete, 2018). The success of an organization hinges upon effectively managing employee turnover and ensuring the retention of high-performing employees and key personnel. In light of these circumstances, organizations should prioritize reducing turnover and enhancing employee satisfaction, particularly among young workers.

Job satisfaction is a term used to describe how satisfied individuals are with different aspects of their

jobs (Purani & Sahadev, 2008). According to Lin et al. (2022), having higher levels of job satisfaction can bring benefits to organizations, such as reduced turnover rates and improved operational efficiency. Meanwhile, Bharadwaj et al. (2022) provide evidence that job satisfaction is a vital factor in employee retention. For example, employees with higher levels of job satisfaction are more likely to stay with the organization when offered promotions or advancement opportunities (Popoola, 2005). Therefore, if employees are happy with their current employment, it can be inferred that they have low turnover intention and their needs are being met (Carmeli & Freund, 2009). Hellman's (1997) meta-analysis shows that employee dissatisfaction is positively correlated with the likelihood of them seeking other job opportunities.

On the other hand, employees who enhance their skills and achieve their goals tend to experience job satisfaction. Satisfied employees show a higher level of commitment to their work (Aziz et al., 2021). Dhanpat et al. (2018) highlight the importance of job satisfaction in keeping committed employees. Several studies have aimed to establish a correlation between job satisfaction and job-switching intentions. Ali (2008) found a significant inverse correlation between the intention to switch jobs and job satisfaction in the private sector. Similarly, Alam and Asin (2019) and Aydogdu and Asikgil (2011) have supported the negative correlation be-

tween job satisfaction and turnover intentions. In other words, the authors discovered a significant but negative correlation between the intention to switch jobs and the internal and external aspects of job satisfaction. Therefore, Dodanwala et al. (2023) suggest that promoting job satisfaction is an effective strategy for preventing employee turnover. Ultimately, these studies present a coherent narrative, highlighting the critical role of job satisfaction in employee retention and its potential influence on the intention to switch jobs.

Mudor and Tooksoon (2011) argue that employees' intention to leave their jobs largely depends on their level of job satisfaction. Pierce et al. (1996) confirmed that as job satisfaction improves among employees, turnover rates decrease. Therefore, there is a negative correlation between job satisfaction and the intention to terminate employment (Aydogdu & Asikgil, 2011; Amah, 2009; Ali, 2008).

During an economic recession, managing staff turnover and ensuring that high-performing individuals and key personnel are motivated to remain in their positions becomes vital for the survival of an organization. This inverse relationship between job satisfaction and employee turnover intentions holds significant importance within the realm of organizational behavior research.

Drawing from the aforementioned literature, this study suggests that teachers in Lebanon may experience lower levels of job satisfaction during the economic crisis, which may consequently lead to increased turnover intentions in their current teaching positions.

According to the definition provided by Amankwaa and Anku-Tsede (2015), alternative employment opportunities are the options that employees perceive as viable alternatives in the labor market. This concept centers around the way in which employees view the different job options that are available to them. Saeed and Shabir (2013) refer to it as perceived alternative job opportunities, while Rainayee (2013) uses the term perceived alternative external job opportunities.

Perceived alternative job opportunities are based on employees' perceptions of their marketability and the opportunities available in the labor mar-

ket. The perceived ease of transitioning to another job or finding alternative employment is crucial. The ease of transitioning depends on the availability of accessible occupations or employment opportunities. Workers must consider the interplay between supply and demand forces in the economy when evaluating external opportunities (Amankwaa & Anku-Tsede, 2015).

Previous research has demonstrated significant positive effects of the perception of employment opportunities on the intention to leave the current job (Saeed & Shabir, 2013; Saleem & Gul, 2013). These findings show that higher perceived alternative external job opportunities lead to higher turnover intention and vice versa. The decrease in perceived alternative external job opportunities results in a higher turnover intention. Additionally, Mobley et al. (1978) and Lambert et al. (2006) found that job satisfaction has a significant impact on turnover intention and perceived job availability is also associated with turnover intention. If an organization fails to offer substantial prospects for internal development, employees who aspire for personal growth may proactively seek alternative opportunities in the external job market (Bidwell & Keller, 2024; Jiang et al., 2023).

Perceived alternative job opportunities, whether directly or indirectly, have an impact on the intention to leave work due to job dissatisfaction (Griffeth et al., 2000). The labor market also plays a significant role in shaping perceptions and expectations regarding alternative employment opportunities. The intention to stay in an organization is closely linked to job opportunities and satisfaction. When workers perceive a greater number of alternative employment opportunities and receive offers from other employers, they engage in a cost-benefit analysis comparing their current jobs to these alternatives (Price, 2001). During their job search process, workers may experience feelings of confidence or hopelessness. The number of job openings and the frequency of interviews act as indicators of confidence or discouragement. When workers perceive fewer alternative employment opportunities, their job satisfaction increases, but when they perceive a greater number of alternative employment opportunities, their job satisfaction decreases.

In general, employees may intend to leave their current positions for various reasons, including job dissatisfaction, limited professional development opportunities, inadequate recognition or rewards, poor work-life balance, conflicts with supervisors or colleagues, or misalignment of personal values and organizational culture. Employees who experience these negative factors or feel dissatisfied with their job tasks may consider alternative employment opportunities or actively search for new ones.

Based on these considerations, this study proposes that perceived alternative job opportunities influence job satisfaction and turnover intentions. The hypothesis suggests that educators with lower job satisfaction are more likely to express their intention to leave their current positions if they perceive more alternative job opportunities. Therefore, the levels of perceived alternative job opportunities would moderate the negative correlation between job satisfaction and turnover intentions.

Turnover intention is a crucial factor to consider in the pursuit of organizational goals. Moreover, high turnover intentions can have adverse effects on organizational effectiveness, such as the loss of skilled personnel (Sija, 2021; Yan et al., 2021). Previous research consistently demonstrates a connection between years of experience or length of service in a specific job and turnover intentions, particularly in such professional fields as nursing (Ayalew et al., 2015; El-Jardali et al., 2013).

Individuals who have been employed by a company for an extended period are more inclined to remain in their current positions compared to those with shorter tenures (Guidetti et al., 2021). Lambert et al. (2006) propose a negative relationship between years of experience and turnover, suggesting that employees who have invested more time in the same organization may be less prone to leaving due to the concept of “sunk costs,” which refers to the investments employees have made in terms of time and dedication.

In a meta-analysis conducted by Cotton and Tuttle (1986), a negative correlation was found between length of service and turnover intentions. Moore (2000) also discovered a significant relationship between turnover intentions and years of job ex-

perience for information technology professionals. Furthermore, Trimble (2006) suggests that more attention should be given to long-term employees rather than new employees within an organization. Ayalew et al. (2015) demonstrated that seeking opportunities for professional growth, work experience, and educational background are significant determinants of turnover intentions among nurses. The likelihood of nurses intending to leave their profession increased as their years of experience decreased (Gebregziabher et al., 2020). This finding aligns with research conducted on nurses in Lebanon (El-Jardali et al., 2013), Tanzania, South Africa, Malawi, Nigeria (Akinwale & George, 2020), and southern Ethiopia (Asegid et al., 2014). Younger and less experienced nurses, who are more likely to seek opportunities for professional advancement and less likely to be married or have children, may exhibit greater mobility (Ayalew et al., 2015).

This study suggests that the duration of work experience can moderate the relationship between job satisfaction and turnover intentions. Specifically, teachers with lower levels of job satisfaction may have a stronger intention to leave their current positions when they have a limited amount of work experience (10 years and beyond). Therefore, including years of experience in the study would mitigate the negative correlation between job satisfaction and turnover intentions.

The impact of an economic crisis on job satisfaction includes various aspects. During an economic downturn, employees often experience a decline in job satisfaction, increased stress and anxiety, as well as a heightened sense of uncertainty and insecurity. These circumstances are often accompanied by heavier workloads and reduced income (Gutiérrez Banegas et al., 2022). Furthermore, such crises can significantly affect employees' intentions to leave their current organizations. Financial and economic turmoil typically reduces employees' desire to stay with their current employers (Wynen & Op de Beeck, 2014).

The consequences of economic crises go beyond individual job satisfaction and affect a wider range of work-related behaviors. These include performance, productivity, creativity, and overall commitment (Patnaik, 2020). The ongoing economic

crisis in Lebanon has been linked to unemployment, which further influences employee turnover and job satisfaction (Noaman et al., 2023). Economic crises create a challenging environment for employees, inevitably affecting their job satisfaction and shaping their intention to leave the organization, as well as the dynamics of the work environment.

The financial and economic crisis has had various effects on organizations and their employees (Wynen & Op de Beeck, 2014). However, research on the impact of the economic crisis on employee turnover has produced contradictory findings. For example, individuals who actively seek alternative employment opportunities are more likely to leave their current organization during times of crisis (Adkins et al., 2001; Greenhalgh & Rosenblatt, 1984). There is a positive correlation between the financial and economic crisis and intentions to leave (Wynen & Op de Beeck, 2014). However, this scenario primarily applies to the private rather than the public sector.

This study aims to examine the moderating effects of perceived alternative job opportunities and work experience on the relationship between job satisfaction and turnover intentions among educators in Lebanon. The analysis focuses on investigating the impact of these two factors in the specific context of the education sector. To achieve this, the study formulated the following hypotheses:

*H1: Job satisfaction is negatively and significantly correlated with teachers' intentions to leave the profession.*

*H2: The negative relationship between job satisfaction and turnover intentions is moderated by perceived alternative job opportunities.*

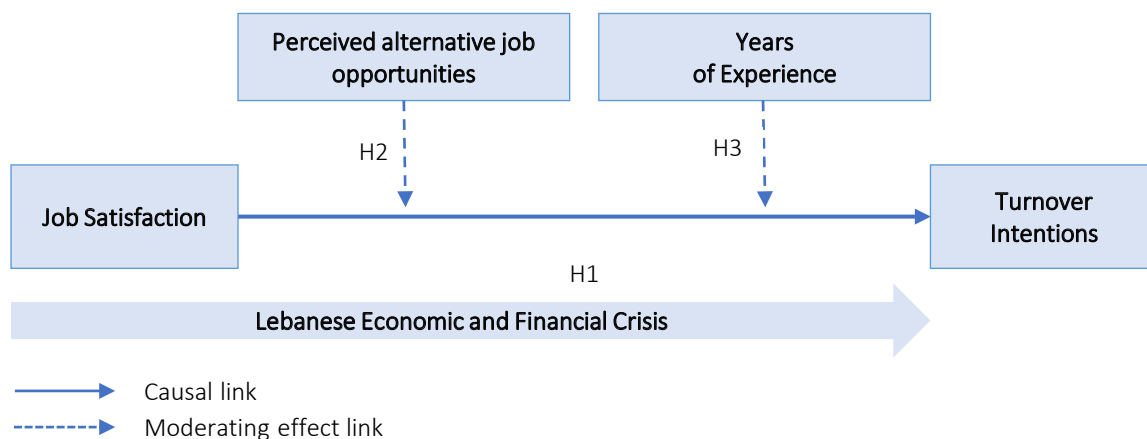
*H3: The negative relationship between job satisfaction and turnover intentions is moderated by the number of years of experience.*

This study has developed a conceptual framework based on the hypotheses, which integrates insights from existing literature and the need for additional research, presented in Figure 1.

## 2. METHOD

The study employed a cross-sectional design, using a quantitative approach based on a deductive framework and positivist philosophy, as outlined by Saunders et al. (2019). Data were collected through an electronic survey distributed to a sample of teachers in Lebanon. Lebanon has a significant number of teachers, and education is highly valued in the country. Both sectors have been negatively impacted by the economic crisis that started in late 2019.

Saunders et al. (2019) distinguish between two sampling techniques: judgmental and representative sampling. This study used two primary sampling methods. The first method is random sampling, which involves selecting easily accessible individuals. The second method is snowball sampling, where teachers distribute electronic questionnaires to their colleagues. This approach is particularly useful when studying marginalized groups or social networks, as teachers are connected through WhatsApp groups.



**Figure 1.** Conceptual framework

The questionnaire was sent to 200 teachers in four Lebanese schools via WhatsApp, using a link to Google Forms. A total of 156 teachers completed the online survey, with teachers from all four schools taking part in the data collection process. To protect anonymity, the schools are referred to as School 1, School 2, School 3, and School 4 (Table 1).

**Table 1.** Schools included in the study

Schools	Sector	Number of teachers
School 1	Public	47
School 2	Private	60
School 3	Private	40
School 4	Public	53
Total		200

The data on teachers' perceptions of alternative job opportunities, job satisfaction, and turnover intentions were collected using internationally recognized measurement scales. To ensure that Arabic-speaking respondents could participate, the questionnaire was translated from English into Arabic. To ensure the accuracy and reliability of the measurements, the back-translation method was used (Mawlawi et al., 2023). Two proficient translators independently translated the measurement scales into Arabic and then back into English. The questionnaire consists of three main sections:

1. **Introduction:** This section includes the research title, a statement on participant privacy, the researchers' commitment to ethical standards in scientific research, as well as instructions and notes.
2. **Demographic information:** This section includes questions about age, gender, educational background, years of teaching experience, and employment sector.
3. **Measurement tools:** This section provides an overview of the measurement tools used for the study variables.

The evaluation of turnover intention comprised the selection of eight statements from a scale developed by Albalawi et al. (2019). The scale was adapted to reflect the prevailing economic crisis in Lebanon. The intention to leave should not be conflated with actual turnover; however, research-

ers have established the intention to leave as a significant outcome variable in turnover literature (Tham, 2007). Sample statements include: "Given the economic situation, I am inclined to submit my resignation letter in the upcoming academic year, if possible," "If feasible, I would like to explore other employment opportunities due to the economic crisis," and "If a better opportunity arises, I am inclined to resign from my current teaching position in light of the economic crisis." Conversely, there is a statement that asserts, "Amidst the economic crisis, I have no intentions of leaving my current teaching position" (reversed item). Here are a few examples of these statements: "Considering the economic crisis, I plan to apply for resignation, if possible, in the next academic year," "Considering the economic crisis, I intend to seek permission to leave my current teaching employment, if possible," "Considering the economic crisis, I am likely to quit my current teaching job if I have a better alternative," and "Considering the economic crisis, I do not contemplate leaving my current job in teaching" (reversed item).

Perceived alternative job opportunities were assessed using a three-item scale, which was adapted from the original scale developed by Albalawi et al. (2019) to specifically address the economic crisis in Lebanon. The scale includes the following sample items: "Given the current economic crisis, it is highly unlikely that I would be able to secure an alternative teaching position if I decide to resign from my current position," "Finding a better alternative employment than my current teaching position is challenging due to the economic crisis," and "If I were to leave my current teaching post, it would be difficult for me to find another good or better career within a short period." These three items are reverse-coded.

Job satisfaction was assessed using specific components from Spector's (1997) survey, which consisted of 18 items. The original scale included various domains, such as:

- Pay (four items), for example, "I believe I am adequately compensated for my work."
- Supervision (four items), for example, "My supervisor treats me unfairly" (reverse-coded).

- Contingent rewards (three items), for example, “When I perform well, I receive the expected recognition.”
- Fringe benefits (one item), for example, “The benefits we, as teachers, receive are inferior to those received by workers in other industries” (reverse-coded).
- Nature of work (five items), for example, “Teaching is enjoyable.”

The questionnaire consisted of 29 items. In the concluding section, the participants’ responses were assessed using a 5-point Likert scale, ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Table 2 shows detailed descriptions for each variable.

Using data from the survey sample, the study computed Pearson correlation coefficients to examine the association between each questionnaire item and its corresponding axis’s total score. This statistical analysis aimed to assess the validity of the measurement scales. The findings revealed that all Pearson correlation coefficients between each questionnaire item and its axis’s total score were significantly associated with inter-item correlations at the 0.01 level.

Furthermore, a reliability test was conducted to investigate the characteristics of the measurement scales and their components. The reliability analysis involved calculating commonly used scale reliability measures and exploring the relationships

between different items on the scale. Cronbach’s alpha was used to assess the internal consistency and reliability of the questionnaire. The results indicated that the questionnaire had a satisfactory Cronbach’s alpha coefficient of 0.707. Additionally, Cronbach’s alpha coefficients for turnover intention, job satisfaction, and perceived alternative job opportunities were 0.867, 0.816, and 0.748, respectively (Table 3).

**Table 3.** Reliability analysis scores

Factor	Number of Items	Nature of the Factor	Cronbach’s Alpha
Turnover Intention	8	Dependent	.867
Job Satisfaction	18	Independent	.816
Perceived Alternative Job Opportunities	3	Moderator	.748
Total	29		.707

This study used descriptive and inferential statistical methods. Descriptive analysis involved presenting frequencies and percentages in tables, while the Pearson correlation coefficient was used to establish the relationship between variables (H1). Hierarchical regression modeling was employed to conduct inferential statistical analysis and assess the study hypotheses (H2 and H3).

### 3. RESULTS

Table 4 presents a comprehensive overview of the demographic characteristics of the sample population. The majority of participants, accounting for 82% (n = 128) of the total sample (N = 156),

**Table 2.** Operational definitions of research variables

Variables	Operational Definitions	Nature of the Variable	Type of Scale of Measurement
Turnover Intentions (TI)	Mobley et al. (1979) argue that turnover intention is a valid indicator and a precursor to actual turnover. Moreover, from the employer’s perspective, turnover intention is particularly important as it offers an opportunity to retain employees who are considering leaving by implementing workplace modifications (Dalessio et al., 1986).	Dependent Variable (DV)	
Job Satisfaction (JS)	According to Yousef (2017), job satisfaction involves individual perception and attitude toward their job, including the benefits and compensation they receive, as well as the environmental, interpersonal, and organizational factors in their workplace.	Independent Variable (IV)	Likert Scale (5 points)
Perceived Alternative Job Opportunities (PAJO)	According to Mobley (1977) and Curry et al. (1986), the concept of perceptions of alternative job opportunities encompasses the idea of the potential to secure more favorable employment conditions elsewhere or the existence of another job prospect.	Moderator Variables (MV)	
Number of Years of Experience	Total experience is the combined amount of time spent engaging in activities related to a specific field or domain.		Categorical Scale



were female. In terms of age distribution, 49.3% were between 31 and 50 years old, 10.9% were below 30, 12.1% were between 51 and 60, and only 0.6% were over 60 years old. All respondents held a university degree. Descriptive findings reveal that 52.6% of participants were employed in the public sector, while 37.8% worked in private educational institutions. Additionally, 9.6% were engaged in both public and private educational institutions. Furthermore, the study results indicate that 41.7% of respondents earned \$100 or less per month, while 28.8% earned between \$100 and \$200. Moreover, 15.4% earned between \$200 and \$300, 12.8% earned between \$301 and \$500, and only 1.3% earned more than \$500. Therefore, it can be inferred that the majority of individuals earned less than \$200 monthly.

Moreover, there were minimal discrepancies in terms of work experience distribution. Table 4 shows that 40.4% of participants had 11 to 20 years of teaching experience, 21.8% had 6 to 10 years, 20.5% had 21 to 30 years, 3.8% had more than 30 years, and 13.5% had 2 to 5 years. In addition to perceived alternative job opportunities, this variable was included as a moderator for the relationship between job satisfaction and turnover intentions. H3 posits that the impact of the assumed relationship between perceived alternative job opportunities and turnover intentions is influenced by the number of years of work experience, with the connection weakening as work experience decreases.

These findings contribute to a better understanding of the sample's characteristics and establish a more appropriate framework for evaluating the results.

**Table 4.** Socio-demographic descriptive statistics

Socio-demographic variables	Sub-Categories	Frequency	Percentage
Gender	Male	28	17.9%
	Female	128	82%
	Total	156	100
Age	Under 30	17	10.9%
	31-40 years old	37	23.7%
	41-50 years old	81	25.6%
	51-60 years old	20	12.1%
	61 and above	1	0.6%
	Total	156	100
Education	Bachelor	96	61.6%
	Teaching Diploma	41	26.3%
	Master	17	10.9%
	Ph.D.	2	1.3%
	Total	156	100
Monthly Wage	100\$ and less	65	41.7%
	101-200\$	45	28.8%
	201-300\$	24	15.4%
	301-500\$	20	12.8%
	Above 500\$	2	1.3%
	Total	156	100%
Sector of Employment	Public	82	52.6%
	Private	59	37.4%
	Both	15	9.6%
	Total	156	100%
Work Experience	One year	4	2.6%
	2-5 years	17	10.9%
	6-10 years	34	21.8%
	11-20 years	63	40.4%
	21-30 years	32	20.5%
	More than 30 years	6	3.8%
	Total	156	100%

**Table 5.** Correlation matrix (H1)

Variables		Turnover Intention	Job Satisfaction
Turnover Intention	Pearson Correlation	1	-.315**
	Sig. (2-tailed)		.000
	N	156	156
Job Satisfaction	Pearson Correlation	-.315**	1
	Sig. (2-tailed)	.000	
	N	156	156

Note: \*\*. Correlation is significant at the 0.05 level (2-tailed).

The study conducted a Pearson correlation analysis to test the first hypothesis (Table 5). H1 aimed to investigate the relationship between job satisfaction and teachers' turnover intention. The analysis revealed a statistically significant negative association between job satisfaction and turnover intention, with a Pearson correlation coefficient of  $r = -.315^*$  ( $p < 0.05$ ). This finding suggests a significant and negative connection between job satisfaction and teachers' turnover intentions. In other words, during an economic downturn, teachers may experience a reduction in job satisfaction, which could lead them to consider exploring other employment opportunities. Therefore, H1 is accepted.

After confirming a negative correlation between job satisfaction and turnover intention, this investigation examined the potential influence of interactions between job satisfaction and each moderator on the relationship between job satisfaction and turnover intentions.

Perceived alternative job opportunities and work experience were found to affect the connection between job satisfaction and turnover intentions, in line with H2 and H3. To delve deeper, a hierarchical regression analysis using SPSS v.29 was conducted. Table 6 shows the re-

sults of the moderating regression analysis exploring the interaction effects between job satisfaction and each moderator (perceived alternative job opportunities and work experience) on the relationship between job satisfaction and turnover intention.

The findings indicate no significant interaction between perceived alternative job opportunities and job satisfaction, as evidenced by the insignificant beta coefficient ( $\beta = -.028$ ,  $p > 0.05$ ). Therefore, perceived alternative job opportunities do not influence the relationship between job satisfaction and turnover intention, contradicting H2. Importantly, Table 6 highlights that work experience, as a moderator, has a significant impact on turnover intention ( $\beta = -.052^*$ ,  $p < 0.05$ ) when combined with job satisfaction.

Based on the results, the correlation between job satisfaction and turnover intention depends on the duration of work experience, rather than the perception of other job prospects in the labor market. Specifically, this correlation will be more pronounced among individuals with limited work experience (i.e., a lower number of years). Therefore, these findings support H3 and contradict H2.

**Table 6.** Hierarchical regression analysis (H2 and H3)

Turnover Intentions				
Step	Variables	$\beta$	R <sup>2</sup> (R <sup>2</sup> adjusted)	F
1	Job Satisfaction	-.277***	.135 (.118)	7.919***
	PAJO	.055		
	Work Experience	-.129*		
2	Job Satisfaction*PAJO	-.028	.012 (.006)	1.929
3	Job Satisfaction *Work Experience	-.052*	.054 (.048)	8.779*

Note: N = 156, \*\*\*  $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$ ; R<sup>2</sup> significance testing for Models 2 and 3 is compared to Model 1. PAJO = Perceived alternative job opportunities.

## 4. DISCUSSION

This study found that job satisfaction has a significant and negative impact on turnover intention. Previous studies have reported similar findings (Alam & Asim, 2019; Aydogdu & Asikgil, 2011; Mudor & Tooksoon, 2011; Ali, 2008; Amah, 2009; Griffeth et al., 2000). These results suggest that higher job satisfaction leads to lower turnover. Therefore, there is a negative correlation between job satisfaction and the intention to leave. As a result, companies have difficulty finding and retaining exceptional employees. The decision of employees to stay or leave a company is greatly influenced by their level of job satisfaction. According to Haddad et al. (2023), firms that offer extrinsic motivation may enhance employees' perceptions of safety, security, and belonging, thereby increasing employee engagement and retention.

The moderating variable, perceived alternative job opportunities, did not have a statistically significant influence on the relationship between job satisfaction and turnover intention among teachers in Lebanon. This finding may be explained by the limited availability of job opportunities during times of crisis, which contributes to the lack of a noticeable impact. Therefore, educators with lower levels of job satisfaction may not necessarily

be more inclined to express an intention to leave their current positions due to the scarcity of viable prospects in the Lebanese labor market. Economic crises create a challenging environment for employees, inevitably affecting their job satisfaction and shaping their intention to leave the organization, as well as the dynamics of the workplace. As a result, the ongoing economic crisis in Lebanon is linked to unemployment, which in turn affects employee turnover, job satisfaction, and the availability of alternative employment (Noaman et al., 2023).

Most notably, this study has found that the duration of work experience moderates the association between job satisfaction and turnover intention among teachers in Lebanon. Specifically, this relationship is more pronounced for individuals with fewer years of work experience. This finding is consistent with Guidetti et al. (2021), and El-Jardali et al. (2023) who showed that employees who have spent a significant amount of time with an organization are more likely to stay in their current positions compared to those with shorter tenure. Furthermore, employees who have invested a considerable amount of time and effort into the same institution may be reluctant to leave due to the influence of "sunk costs" (Lambert et al., 2006).

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## CONCLUSION

This study underscores the profound impact of economic instability on the intentions of teachers regarding their careers in Lebanon. It presents compelling evidence that economic factors significantly influence the decisions of teachers regarding whether to stay in their current positions or seek opportunities elsewhere. The findings emphasize the critical role of job satisfaction in alleviating turnover rates, particularly within the public education sector.

The study suggests that educational managers and administrators must prioritize strategies that enhance employee satisfaction to retain talent and prevent attrition. In the private sector, effective people management practices are crucial for nurturing a competitive, productive, and engaged workforce. Therefore, the study advocates for a concerted effort by educational institutions and administrators in Lebanon to elevate levels of teacher job satisfaction, given the detrimental effects of ongoing crises on overall job satisfaction levels.

However, the study acknowledges certain limitations, such as a restricted sample size and a low response rate, which may affect the generalizability of the findings. To address these limitations, future research should aim to include a more diverse array of academic institutions, businesses spanning various industries, and employees in public administration. Additionally, future studies should not only focus on the teaching profession but also explore the impact of economic instability on other sectors affected

by similar challenges. By broadening the scope of research, a more comprehensive understanding of the implications of economic instability on workforce dynamics can be achieved, thereby informing more effective strategies for talent retention and organizational management.

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