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RESEARCH ARTICLE

Investigating the Influence of HR Management Practices on Brain Drain Intentions Among Academic Staff at Yemeni Universities: The Mediating Effect of Job Satisfaction

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ARTICLE INFO	ABSTRACT
  *Corresponding Author sokhassan84@gmail.com	A major disaster for an academic environment is the impact of "brain drain". In Yemen where social and political insecurity and economic problems that have made Yemen is an image and has caused the migration of academic staff abroad. This study attempts to investigate the effects of some human resources management practices on job satisfaction and their likelihood to decrease the brain drain intending reactions of Yemeni academic staff members at their academic universities. The study is quantitative using surveys to capture data from faculty members targeting issues in pay, supervision, and extension of contracts. Preliminary findings briefly show the relationship between these HR practices and the satisfaction of the employees as well as their intentions to leave the company which suggests that if the company will make improvements in these areas such as satisfaction of its employees, it will bring about a strong effect of staff retention. The analysis ends with solid guidelines for HR management that can be used specifically to retain and maybe recruit academic specialists in Yemen, resulting in its ecological system being more dynamic and stable.

INTRODUCTION

The skill migration of senior professionals from their home countries to most developed nations becomes a major threat to the global academic sector especially in the less developed countries that are for instance in Yemen. The fact that this change not only discredits the national development movement, but also hurts the educational institutions that are losing the highly trained personnel is beyond any doubt. However, the matter goes deadly serious in the case of Yemen, as it has a history of political instability, major economic challenges, and a lack of job opportunities that encourage professionals to look for work in other countries.

 This study is based on the theoretical foundation laid firmly within the Two-Factor Theory by Herzberg and the Push and Pull Theory. Herzberg signifies an important matter that involves 'hygiene' variables that deal with dissatisfaction, and 'motivating' variables that lead to job satisfaction. Academic brain drain context encompasses not only financial compensation but also learning opportunities and sense of accomplishment (hygiene factors) which may have a negative impact on job satisfaction and lead to high migration intent. On the other hand, the caree advancements, the challenges of the job or something like that do not seem to be as attractive in

their home country as abroad, which makes scholars much more interested in the overseas settings.

The Push and Pull Theory underpins this point by explaining different motives for leaving one's homeland and heading overseas (for example, the push factors such as instability in employment and low incomes would be one, and the pull factors like high standards of living and higher wages are often the other). These theories not only bring out why job satisfaction is the deciding factor in brain drain but also explain how improved job satisfaction can be used to reduce the issue of brain drain.

To note, the colossal deficit in the sphere of the Yemeni-related studies, which investigates the abnormal amount of health professionals, who were unable to contribute to building and maintaining their local/national living standards and economy, reflects the severe brain drain situation in this country. Earlier studies focused mainly on the general HR management practices within academic institutions of Yemen and marginalized their individual effect on faculty members' job satisfaction and engagement. The gap has been filled with this research because it gave insights that can therefore be used as a basis for targeted interventions towards boosting job satisfaction in Yemeni universities. This is also part of other efforts to curb brain drain.

LITERATURE REVIEW

HR Management Practices

In the academic setting, the literature presents the phenomenon that personnel management approaches, for instance, compensation, supervision and job security along with other similar aspects, affect job satisfaction across different contexts. The roles of well-designed compensation systems within a Yemeni University have been explored by Al-Refaei et al. in their study. It emphasizes on the fact that quality compensation tools are key for brain drain reduction as the satisfaction from their jobs will be higher. This validates the study done by Barau et al. who talk about the relationship between the career advancement opportunities and good work-life balance in employee retention in Nigeria. This research advocates to establish a better work environment where employees feel satisfied thus lead to improving job satisfaction and hence reducing turnover intentions.

Moreover, perfect supervision, where the supervisor acts as a guide, a friend, and a sounding board is also indispensable. A study by Abukhalifa and Kamil (abbreviated to "AK") in 2024, which included areas of conflict like Yemen and Palestine, has shown the way supervison support has had a relationship with performance in the job that went through the medating factors of the burnout for work and engagement. This has taught us the importance of supervisory practices in academic institutions (Abukhal

In (2024), Jneid will additionally cover the issue of human resource management in institututions operating within the framework of SMEs which operate in fragile countries, including Yemen. }This article explores the role of passion for entrepreneurship and the adverse conditions associated with these countries. It could offer important insights into the human resource dynamics when individuals and institutions operate in such conditions (Nejiw, 2024).

Job Security and Satisfaction

In societies inflicted with the instability such as Yemen; job security is empowered factor of the job satisfaction as well as considered in the decision that therefore made of either migration or continued employment. Job security's improvement depicted by Al-Refai and his fellows (2024) can help to reduce brain drain tendencies since it results in better job satisfaction. In this way,

better job satisfaction is very important. This relation becomes one of the numerous examples showing the linkage between economic durability and the strategies of retaining the students within academic institutions in the regions where there is conflict (Al-Refaei et al. , 2024). The issue of job satisfaction and brain drain tackled in this paper are extremely complex and multifaceted issues which require detailed research and multi-level approach to come up with a viable strategy to deal with them.

The principal job of the HR management practices is to mediate the relation between brain drain and high intention of leaving. Staff personnel should be rewarded timely for their hard and good work, which should be closely supervised by the management. Also, job security should be high for instance through long-term contracts and this will cause their job satisfaction to increase. Therefore, chances of seeking greener pastures abroad will decline. Al-Refaei et al. (2024) are the one who discuss this mediation in the context of Yemen, suggesting how better HR management practices can play an active role in reducing academic brain drain be substituting it with a more satisfying and conducive work environment. (Al-Refaei et al. 2024).

Contextual Challenges in Yemen

Yemen's economy is affected by those unique challenges that aggravate the problems of the lost talents in its educational system. The effects of the Ukraine crisis that do not allow academic process to be properly conducted and attract the academic talent elsewhere. It vividly creates the awareness the specific HR strategies that are detrimental to job satisfaction and retention are needed in this kind of volatile situation. Al-Refaei et al. point out that this obstacle could be surpassed by targeted HR practices which then may have a considerably good effect of keeping academic talent in the country and limiting the number of educated Yemenis leaving the country (Al-Refaei, et al. , 2024).

RESEARCH AND METHODOLOGY

Population and Sampling

The main research population is the university employees, including instructors and others in research and development. The institution people within these institutions, in total, amount to about 200 persons. The study participants of the one hundred people were chosen. Ninety-eight of which only completed and could be used to analyze. Every single individual in the population got an equal opportunity to be a part of the sample by aiming at simple random sampling which is one of the best methods for obtaining unbiased samples from bigger populations given (Cited: Moore & Kirkland, 2007).

Research Design

In the research work we present the association between job satisfaction as well as its effects on turnover intention among staff and faculties working in higher educational institutions in Yemen. The study involves two primary stages: hopefully, first of all, investigating the relationship between them, and then examining the link. Such an approach of combining the study on both explanatory and evaluative level is referred to as an explicative. For the sake of analyzing the data obtained, we resorted to two primary statistical analysis types. The first method is using Pearson's correlation to find what is the statistical relationship between job satisfaction with the intention to quit working. By means of this method not only the significance but also the direction of the relationship between the variables are measured. Besides, regression analysis was applied to identify the ability of job satisfaction to forecast turnover intentions, revealing how much job satisfaction could be predictive among academic staff. The latter is of great importance when filling high-quality positions.

The questionnaire was based on a more logically reasoning approach (Sternberg & Mio, 2019), where we started with the already known theories on job satisfaction and intention to quit. These theories have been tested using quantitative data analysis techniques. By making this deliberation, the researcher is in tune with Bryman (2016) who in his time reinforced the choice of the quantitative methods for data conversion and measurement when conducting a deductive reasoning. The data was written into numbers and then analyzed statistically, using measures such as correlation and regression analysis. The data collection was calculated through a survey which is mostly associated with deductive approach and it is common technique with studies concerning business and management (Shaughnessy, Zechmeister, & Zechmeister, 2000). The survey which was carried out comprised of some wholes of questionnaires that were designed to harvest needed data for the research. (Mellenbergh, 2008)By adhering to the guidelines by Ojebode, Ojebuyi, Oladapo, and Oyedele (2018), this was a mono-quantitative study that followed the rules of how quantitative research is conducted.

Statistical package for the social sciences is the software we applied to the acquired data that made the interpretations straighforward and our research questions, convenient and less time-consuming. In this regard, throughout the whole stages of data collection, analysis and interpretation which spanned over a period of one month, the colleges of Yemen were the main destinations. By means of this wide-ranging strategy the reliability and robustness of results was guaranteed so that the research findings gave valuable information about the interdependence of job satisfaction and intentions of resignation within the environment of this academic institution.

Data Collection

Data gathering was accomplished by giving 132 questionnaires to the university stuff members in the three selected organizations. Job satisfaction is one of the key factors that plays an important role in employee retention. The JSS scale, which is the system of choices proposed by Spector (1985), at first was used as the way to measure satisfaction. Then, it was modified taking into account the users' feedback concerning its excessive length. The turnover intention was quantified with the Turnover Intention Scale (TIS-6) developed by Roodt and the results are reported here. Scale adjustment implemented on both sides to avoid deviation from the Likert five-point format while giving respondents room to express their true attitudes toward the subject under investigation.

Ethical Considerations

Particularly, permission was granted by the central university management that in turn ensured the collected data was strictly used academically only and never will it be shared out with any third party or organizations. We made sure to assure anonymity for the participants as well as voluntary nature of participation and ethical principles were respected during the entire study process.

ANALYSIS AND FINDINGS

The analysis process within Yemen was to figure out the cause or causes of the academic staff turnover and occupied job satisfaction at Yemen universities. This was successfully implemented by the use of SPSS, making for a richer analysis of the differences over thirty days (using data collected).

Analysis and Findings

Descriptive Statistics

The study's sample size gives evidence about a good picture of participation, which in return carry a wide concern about factors contributing to job satisfaction and workers retention among Yemen academic stuff. The high response rate of the survey ascertains the reliability and validity of the results. Thus, researchers can draw rightful inferences about job satisfaction and turnover intentions by analyzing these results.

Hypothesis Testing

Correlation analysis The Correlation Coefficient of d -0. It is shown that the correlation between job satisfaction and turnover intentions is significant at p-value (p = 0. 000) which points out the extremely high negative correlation. This pivotal outcome aligns with the existing body of research that demonstrates the relevance of the role of high job satisfaction on workplaces' ability to cut on workforce turnover, an important issue in the academic environment where brian drain is the order of the day (Shokkin, 1997; Locke, 1976).

Table 1: Correlation Analysis

Variable	Pearson Correlation	Sig. (2-tailed)	N
Total Job Satisfaction	1	-	98
Total Turnover Intention	-0.787**	0.000	98

Note: **Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

The strong r-square values of 0. 0 show the importance of the model since it is able to explain about all the variations in the air quality. 620. This illustrates that roughly 15 years of the coefficients of intention to quit can be attributed to employment satisfaction only, and this underscores the importance of the role that satisfaction with work has in employees' decisions to move on. The coefficient of the linear regression is minus 1. Consequently, the result of regression No. 232 provides evidence for the substantial detrimental effect of job satisfaction on intention to change a job, hence, giving a chance to increase job satisfaction significantly to cut down the intention to quit a job.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.787	0.620	0.616	6.99663

ANOVA

P value in the ANOVA test signalized that our model was correct, as it was F = 156. Another very significant relationship is found in the value of correlation between job satisfaction and turnover intentions at 0. 371(p = 0. 000). This affirms job satisfaction as a very good predictor of turnover intentions. The testing and construction of the model revealed itself to be rather stable, as evidenced by the statistical significance of the obtained results for the relationship between job satisfaction and the intention to leave among academic staff.

Table 3: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1	7654.776	1	7654.776	156.371	0.000

4699.469	96	48.953		
12354.245	97			

Note:

Dependent Variable: Total Turnover Intention

Predictors: (Constant), Total Job Satisfaction

The regression coefficient of -0. Through the experience of the 787, however, one can clearly see the power of job fulfillment as one of its strongest foretelling avatars. The t-statistic of -12. 505 chances that the observed outcome is not due to chance alone, denoted by the p-value of 0This empirical study conclusion strongly sustains the research assertion, proving that the causal relationship between job satisfaction and turnover intentions is of inverse, negative character.

Table 4: Coefficients

Model	Coefficients	Std. Error	t	Sig.
1	(Constant)	77.115	2.930	26.315
	Total Job Satisfaction	-1.232	0.099	-12.505

This study shows that job satisfaction is the one of the responsible factors that cause the higher preferences of workers to leave the job in the Yemeni universities. This correlation is both statistically significant and strong. This means that high job satisfaction boosted by enhanced HR practices, such as positive work environment and increase in organization   dependability, can decrease turnover insurance to a considerable extent. This survey can lead to the further study on employee retention in the university that is the source of data and find out the factor why people choose to leave by determining the importance of job satisfaction. The contribution is clear to strategic HR interventions, aiming to curb brain drain in the region with similar circumstances. The research findings will provide a strong platform to formulate policies focusing on the retention of academic staff through the creation of avenues that promote the stability and job satisfaction of teachers in Yemen and other similar contexts.

DISCUSSION

Interpretation of Results

This paper not only shows a very negative relationship between job satisfaction and intent to quit of the academic staff of Yemeni universities but also finds -0. 781 as the Pearson correlation coefficient. 787. The outcome is substantial and supports existing studies, which have been able to yield that the job satisfaction is the core of the reducing employee turnover intentions that has cut across with various sectors including higher education (Judge et al. , 2001; Tett & Meyer, 1993). Research repeatedly demonstrates that a significant correlation exists between employees experiencing high levels of job satisfaction and lower rates of turnover intentions. This upholds the theory that appropriate enhancement of employee satisfaction may potentially increase retention rates (Hom & Griffeth, 1995).

The latter regression analysis exhibited the same findings with the R Square that reveals 62% of the variance in turnover intentions accounted for by job satisfaction detected. The strong association between job satisfaction and turnover intentions, replicated in other studies of similar context, demonstrates that much should be given to having job satisfied employees in the approach of human resource management (Spector, 1997).

Implications

Not only that the highly relevant connection between the job fulfillment and the employee turnover intentions has brought a strong attention to the HR departments at Yemeni universities. Faced with the fact that retention is directly related to job satisfaction, managers of the Human Resources should follow specific targeted action plans designed to enhance job satisfaction so as to keep employees. This can lead to the resolution of acknowledged factors of dissatisfaction like remuneration, work-life balance, and the available career advancement opportunities that are regularly reported as the major reasons for lack of content with those jobs (Locke, 1976; Herzberg, 1966).

Practical steps might include:

Revising Compensation Packages: Make sure that while you are offering a competitive compensation package it should always reflect the nature of the work assigned to a healthcare staff.

Enhancing Career Development Opportunities: Providing precise career experience and professional development opportunities to inspire an atmosphere of desires to grow and improve.

Improving Work Conditions: Increasing the generic work environment to be more engaged and less stressful, for example, by granting workers more autonomy as well as flexibility in meeting their deadlines.

Limitations and Future Research

Although the research presented provides useful information, further studies need to improve the results by the limitations to be identified and overcome. In first as well as in the second place, the study's approach – geographic and sector concentration - may make the findings unrepresentative in the rest of the world and other sectors. Great research can prolong by this research engaging different cultural or institutional contexts or whether it is similar or different the dynamics hold true.

Besides that, this research paper uses only qualitative data and self-reporting, which may create other biases, like social desirability bias or response bias, for example. The forthcoming research may be useful if it is focusing on qualitative methods as well as interviews and focus groups to be able to explore deeper into the reasons of job satisfaction and intentional quit.

Another avenue for research may seek to assess the influence of specific HR initiatives, which are intended to boost the level of job satisfaction and record their immediate impact on the hoped for turnover. It would give more empirical basis to HR procedures that are the most successful in sustaining workplace happiness and thus preventing employee turnover in university settings. On the whole, this study highlights the key importance of the effect of the staff retention on job satisfaction and serves as a solid foundation for the development of the decisions-making and management of HR practices.

CONCLUSION

The Yemeni Universities Job Satisfaction Turnover Intention Research was proven to show a strong negative relationship between the two, so that, higher levels of job satisfaction would be associated with relatively lower turnover intentions. Particularly, the research established that there was the high probability that an enhancement of satisfaction with work very highly leading to a lessening of people seeking to quit their jobs. This basically targets the crisis of brain drain in the area. This was measured with the help of the Pearson correlation coefficient of – 0 since this was a negative correlation. A correlation of -. 787 means that there is a more or less substantial inverse relationship

between job satisfaction on the one hand, and turnover intentions on the other. Regression analysis confirmed that a job satisfaction accounts for about half of the variation in turnover intentions (62%).

The given results offered several techniques of best practices that if well implemented can maximize the job satisfaction of academicians thus increasing the retention of talent within higher learning institutions in Yemen. To start with, universities should insist on a review of their packages and in case need to be improved they shall reflect the demand stipulated for the positions. Furthermore, giving the possibility of enhancement through distinct career pathways and equipping them with continuous learning support will help generate acceptance. Likewise, boosting the general work environment so as to be supportive of a better work-life balance can aid in lowering the turnover intentions. Hence, the reduction of job-related stress is also a great option of this objective.

In this context, application of these approaches would definitely decrease the brain drain by turning the academic posts in Yemen more attractive and fulfilling, as a result the academic staff who proved to be the valuable asset would opt to remain indigenously. The strategy not only focuses on the supportive function of academic individuals but also helps in the development of higher learning institutions and the national educational system of Yemen. This refers to the series of measures, which will raise the level of the teachers' involvement and loyalty to their work, a desired state for the nation's educational goals and stability.

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