Factors Associated with Employees' Intention to Leave in ICT Sector in Iraq: A Factor Analysis

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ABSTRACT

The current paper aims to identify potential factors associated with employees' intentions to leave information and communication technology companies in Iraq. There is evident variability in the literature regarding these factors; hence, a factor analysis approach was employed to identify these factors within the surveyed environment. Due to the difficulty in precisely delineating the size of the research population, a purposive sampling method was employed to reach an appropriate number of respondents within the aforementioned companies. A total of 288 employees responded to the survey conducted via Google Forms. The test results revealed the presence of five primary factors associated with employees' intentions to leave, namely: employee satisfaction, organizational commitment, work-life balance, employee compensation and benefits, and finally, professional development opportunities. These administrative aspects can contribute significantly to reducing employee turnover rates Iraq's Information and Communication Technology (ICT) sector.

INTRODUCTION

Retaining employees in the workplace is a widespread concern for organizations in the contemporary business environment, for several reasons, including the high costs associated with a higher employee turnover rate. Therefore, understanding the set of factors that are likely to affect employees' intentions to leave is crucial in order to design and develop effective strategies to retain talent and ensure organizational stability. In fact, the decision to leave an organization is multifaceted, and likely influenced by a range of individual and organizational factors. By studying these factors, business organizations are able to obtain a realistic view of the causes of employee turnover and thus implement interventions and procedures aimed at improving employee satisfaction and loyalty.

The problem of employees' intention to leave has received widespread attention in previous and contemporary organizational studies because of its significant implications for business. This growing concern may be due to several factors that highlight the extent and complexity of understanding and managing employees in the workplace. Competition for talent today has become very fierce, so business organizations, regardless of the sector in which they operate, compete for a specific number of skilled workers in different specializations, which makes retaining them more important than ever before. High employee turnover rates can also disrupt or delay productivity, thus harming the quality of the product or service, which consequently affects the organization's competitive advantage. Therefore, realizing, explaining and understanding why employees are considering leaving the organization has become an urgent matter in order to develop appropriate strategies aimed at maintaining a strong and capable workforce.

The expansion of the "gig economy," the rise in remote work opportunities, and self-employment arrangements have all given employees greater flexibility and independence in performing their tasks. This, in turn, led to the ability of employees to distinguish and explore job tasks that match or suit their personal and professional aspirations, which increases the possibility of their willingness to leave jobs if they are unable to meet their needs and requirements. Hence, organizations must move towards accepting these preferences and adapting to them by providing more flexible work alternatives as well as career development opportunities that will keep employees in the organization. In addition, the focus on work-life balance strategies and well-being requirements has widely influenced employees' decisions regarding staying or leaving the organization. Employees today place greater value than ever before on balancing their professional responsibilities and their private lives. From this perspective, organizations that fail to manage this need may expect greater risks, as employees who put their own interests first may leave. In fact, the Covid-19 pandemic has exacerbated this issue, as it has reshaped work requirements and increased awareness of the importance of mental health and work-life integration.

Also, social, technological and economic factors may also play a critical role in employees' intention to stay. Instabilities within the economic sector, as well as fluctuations associated with the labor market, can create a state of ambiguity that ultimately affects employees' decisions regarding their professional stability. Social factors, such as demographic shifts and differences across successive generations, can also affect workplace expectations and employees' desire to stay. Furthermore, it is important to point out organizational culture and

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leadership styles, which usually have a significant impact on employee retention rates. It is essential that a positive work culture characterized by inclusion, acceptance, and participation has a greater ability to achieve and raise levels of employee satisfaction and loyalty. Otherwise, a toxic work environment, characterized by unhealthy, hostile, poor communication, and high-conflict work practices, is often likely to force employees to look for different work. Therefore, effective leadership styles that focus on the principles of transparency and enhance support and employee development are a necessary aspect to reduce employee turnover intentions. Also, the advancement in technology, data analytics methods and skills has made it easier for organizations to understand and distinguish employee behavior and address their turnover rate. This, in turn, has caused proactive approaches in dealing with issues that encourage employees' intent to leave.

The widely increasing perception of employees' intention to stay or leave is a result of broader changes and challenges in the workplace. The highly competitive talent market, changing job desires and expectations, the focus on work-life balance, a host of other economic and social influences, organizational culture issues, and the degree of technological advancement are all factors that greatly increase the complexity of retaining existing employees. There is a need to address these factors through a comprehensive approach that includes flexible job management, promoting supportive leadership principles, and recognizing and developing employee well-being. By doing so, organizations can reduce employee turnover as well as create a more engaged and flexible workforce that can achieve continued success.

The purpose of the current paper is to identify the set of factors that are likely to be associated with employees' intentions to leave. A sample of employees within information and communications technology (ICT) companies in Iraq was selected to determine these factors within the sector. This belief is driven by the assumption that employees within information sector companies are usually more vulnerable to intentions to leave.

LITERATURE REVIEW
An employee's intentions to leave are usually viewed as a sensitive lesson in organizational practices and human resource management in particular, as they can directly or indirectly affect organizational performance, employee morale and thus growth. These issues have been studied extensively in the literature, with greater focus on the various factors that influence an employee's decision to leave his or her organization.

Understanding employee intention to leave is a pivotal issue in organizational behavior and human resource management (Albrecht *et al.*, 2015; Belete, 2018). These ideas suggest that employees are likely to voluntarily prefer to leave their current employer within a certain period of time (Li *et al.*, 2016). There are a range of influences, including job satisfaction, organizational commitment, workplace, and personal circumstances

(Alam and Asim, 2019; Dame, 2020; Gaber, 2020). Today, it is common knowledge that high turnover can be costly to an organization (Sorensen & Ladd, 2020), not only in terms of recruiting and training new employees but also through loss of organizational skills and low morale among remaining employees (Levallet & Chan, 2019; Massingham, 2018). Therefore, examining and identifying factors that cause employees' intention to leave and mitigating them is important for a stable and effective workforce (Modau *et al.*, 2018). Research in this field seeks to reveal the complex interplay of variables that affect an employee's decision to stay or leave, providing valuable insights for developing strategies for employee retention so and the overall health of the organization has improved.

Early research by March and Simon (1958) suggested that employee turnover is influenced by willingness to move, related to job satisfaction, and ease of mobility, related to job opportunity of the newly available. This foundational model highlighted the importance of both organizational factors and external labor market conditions in influencing perceptions of turnover (Alsomaidaee, 2023; Supangco, 2015). Job satisfaction has consistently been identified as an important predictor of employees' willingness to leave. Locke's (1976) definition of job satisfaction as a pleasant emotional state resulting from evaluating one's work experience confirms its implications (Bayarçelik & Findikli, 2016). Empirical studies, such as those conducted by Mobley, Horner, and Hollingsworth (1978), have shown a negative relationship between job satisfaction and turnover intentions. Employees who are dissatisfied with their jobs often consider leaving their current positions (Khalida, 2016).

Organizational commitment, another important dimension, has been extensively studied from the perspective of adaptation. Meyer and Allen (1991) conceptualized organizational commitment as a multidimensional construct that includes affective, continuity, and legitimacy commitment (Koc, 2018). It has become certain that emotional commitment - which expresses emotional attachment to the organization - is one of the strongest indicators of whether employees stay or leave. This is because employees who feel a strong emotional connection to their organization and express this openly are less likely to think about leaving compared to others (Cho & Song, 2017; Lloyd *et al.*, 2015).

Moreover, the role of leadership and management practices and styles that are linked to employee turnover has been emphasized in the literature. Numerous studies have shown that supportive leadership behaviors, accepting feedback, recognizing employee contributions, and showing concern for employee well-being are significantly associated with lower turnover intentions. Conversely, negative leadership practices that enhance work stress and dissatisfaction lead to increased employees' intentions to leave work, which enhances turnover rates (Lavoie-Tremblay *et al.*, 2016; Witham, 2018).

Also, work-life balance is another major factor that affects employees' intention to leave. (Dousin *et al.*, 2021; Al-Omari *et al.*, 2020) emphasized the conflict that arises when job demands overlap with personal life demands, which may directly cause decreased job satisfaction and increased intention to leave. Organizations that promote work-life balance through flexible work arrangements and other supportive policies typically tend to reduce employee turnover rates (Choi, 2020; Han *et al.*, 2015). On the other hand, wages and benefits are also major determinants of intentions to leave or stay. According to equity theory, if employees ensure that their compensation is fair by comparing it to others' compensation, this enhances their survival efforts (Kollmann *et al.*, 2020; Masum *et al.*, 2016). Inequality in pay and benefits can also lead to dissatisfaction and increase the likelihood of leaving the organization (Buttner & Lowe, 2017). (Bayarçelik & Findikli, 2016; Ospina, 2019) support this view, showing that competitive compensation offers can reduce the risk of employees leaving their jobs.

Career development opportunities within the organization allow retention of employees. Lack of ability to develop one's career can lead to a state of stagnation and frustration and ultimately leads to employees seeking opportunities elsewhere. (Alsomaidaee *et al.*, 2023; Yarbrough *et al.* 2017) States that perceived career growth opportunity is negatively related to turnover intentions. (Lu *et al.*, 2016; Nawaz & Pangil, 2016; Ohunakin *et al.*, 2018) demonstrate that If employees perceive an opportunity where they can comfortably find a reason to stay, they will not find a reason to leave. Organizational culture and climate also assist in predicting employee intentions to leave or stay (Kim *et al.* 2017). Organizational culture derived from creating a positive trend that allows inclusiveness, recognition, and engagement of employees. according to (Uhlig, 2019; Urrutia Pereira *et al.* 2022) such organizational culture can create a positive attitude toward an employee's job and lessen the potential to leave. Strong positive organizational culture that allows inclusiveness, recognition, and promising future through inclusion increases employee engagement, hence enjoying their work, and this minimizes the opportunity to leave, states that a strong organizational culture would reduce employee turnover compared to weak culture (Cronley and Kim, 2017; Warrick, 2017).

Close to it, the intention of employees to leave in Information and Communication Technology (ICT) companies has emerged as an important issue, reflecting the broader dynamics and unique challenges of this sector. (Brougham & Haar, 2020; Scholtz *et al.*, 2019) argued that rapid technological development, coupled with high levels of competition in the ICT industry, intensifies employee intentions towards employee turnover. Understanding the specific reasons for this perception is important for ICT companies trying to retain top talent and maintain their competitive advantage (Ibidunni *et al.*, 2016). One of the factors that influence employees' intentions to leave ICT companies is the increasing demand for skilled

workers in this specialty. It is clear that the ICT industry suffers from a chronic talent shortage, and companies compete for a limited number of qualified candidates. This high demand creates many opportunities for ICT professionals to move between sectors, often looking for better wages, more attractive jobs, or improved working conditions (Biagi & Falk, 2017; Bonekamp & Sure, 2015; Moloney *et al.*, 2018). Therefore, when ICT professionals see better opportunities elsewhere, they are more likely to leave their current positions.

Moreover, the working environment in ICT companies often provides the option of remote work, which is now becoming increasingly important for employees looking for flexible work alternatives. Work flexibility can shape an employee's decision whether to stay or leave the company (Davidescu *et al.*, 2020). (Timms *et al.*, 2015) argued that organizations that provide more flexible work arrangements can reduce employees' intentions to leave by responding to their various needs such as promoting work-life balance and focusing on personal well-being. Work structure restructuring also emerged as having a significant impact on employees' intentions to leave ICT companies (Bentley *et al.*, 2016). The proliferation of alternative work arrangements, including telecommuting, and rapid advances in digital communications, coordination and collaboration technologies, have enabled ICT professionals to work from almost any Internet-connected location. This flexibility is attractive to individuals seeking better work-life balance, autonomy in their schedules, and freedom from geographic restrictions (Olawale *et al.*, 2024; Sostero *et al.*, 2020). The bottom line here is that ICT companies that fail or delay in adopting new flexible work arrangements risk losing talented employees to other competitors who offer greater work flexibility (Spreitzer *et al.*, 2017). Furthermore, the global nature of the IT sector poses new additional challenges for the departing staff structure. Many ICT companies operate in different countries representing the home country, with work teams from different countries, different time periods, and most importantly, different cultures (Modau *et al.*, 2018). Effective management of remote teams requires effective communication methods, collaboration tools, and leadership styles tailored to different work styles and preferences (Olson & Olson, 2022; Schulze & Krumm, 2017). Inadequate support for remote working or cultural differences in work practices can lead to feelings of isolation, exclusion, and ultimately feelings of abandonment among employees.

METHODOLOGY
Data Collection & Measurement
To understanding the drivers of employee intentions to leave, there is a need for well-planned research and accurate measurement in order to have trustworthy information. We used scales borrowed from other researchers to make sure questionnaire validity was maintained at all times; it was important that our questionnaire had scales that accurately measured various elements, including job

contentment or happiness at work, as well the degree of loyalty employees feel towards their companies. We designed an online survey using Google Forms for the purpose of gathering data effectively and crossing a wide target response. This is because it provides an attractive user interface, is easy to use, has an option for modifying questions according to our research requirements. This involved a number of Likert scale questions, demographic queries and finally deep and shallow ended questions which could give a 360- interpretation of grounds influencing employees' intention to quit their jobs. Our study, through the utilization of already proven scales together with state-of-the-art survey tools, seeks to give meaningful information that could facilitate the coming up with of plans by companies aimed at increasing the number of workers who remain in them.

Sampling

A random sample was used to determine the sample. Considering the difficulty of precisely determining the whole population size of ICT employees in Iraq, the sample size of the study was selected to include 288 employees so that it could provide a representative cross-section. This sample size was considered sufficient for the study in regard to the determination of the factors that lead employees to leave their jobs. The study utilized a random sampling technique in order to reduce sampling bias and to ensure that the findings could be extended to the wider population of ICT employees in the region.

RESULTS AND DISCUSSION
Exploratory Factor Analysis

Factor analysis is a statistical method used to identify the underlying structure or latent factors among a set of observed variables or items. In a study on employee intentions to leave, the researchers used principal axis factoring (PAF) with varimax rotation, a common factor extraction procedure. This procedure reduces the complexity in the data by identifying the patterns or relationships between the items, thus allowing an interpretable summary. The output results from the analysis are as follows (see Table 1). The KMO measures the sampling adequacy and the significance of the Bartlett test of sphericity. The value of the KMO test statistic, used to determine whether the data are suitable for EFA, was found to be over 0.5. This indicates that the data are appropriate for the EFA. The Bartlett test of sphericity is also significant at the 0.000 level, showing that the correlation matrix is not an identity matrix and that there are meaningful underlying factors. This further justifies the conduct of a factor analysis. The EFA extracted five latent factors of the scale, which can be interpreted to understand the core dimensions affecting employee intentions to leave.

Table 1: Output Results from the Analysis

Test	Output
KMO	0.963
Bartlett's test	270.32
Df	72
Sig.	0.000

We used Exploratory Factor Analysis (EFA) to identify the factors that underlie these intentions. To determine the number of dominant factors in the data set, we ran a Parallel Analysis with the help of a Monte Carlo Simulator. we compared the data set with sets of simulated data and found that five factors intersected the data with the lines of simulation. Data analysis was then tweaked keeping in view these five factors, and a criterion of 0.5 or higher of factorial saturation was used to measure the closeness of each item's relationship with its appropriate factor. The strict criterion led to the discard of 14 items because their factor loadings didn't meet the 0.5 or over cutoff, which in turn served to clean the factor structure. This pruning was crucial for the factor analysis to be valid and also guaranteed that only items with a robust association with their factors were retained.

The process of refining the employee questionnaire, or the "Employee Intentions to Leave" scale, involved several steps. It had a total of 50 items during the first stage, framed to measure the intentions of participants to leave their organization. In the first exploratory factor analysis, the number of items was reduced to 36. A second factor analysis was performed on these 36 items. The results are shown in Table 2. The items were clearly grouped into five distinct factors. Factor 1 has a total of 7 items with factor loadings between 0.51 and 0.77. The factor loadings are indicators of how well the items fit their respective factor.

The higher the loadings, the better the contribution of the item toward the factor. Factor 2 contains 10 items with factor loadings between 0.57 and 0.74. Factor 3 contains 7 items and the factor loadings are between 0.52 and 0.71. Factor 4 contains 7 items and the factor loadings are between 0.60 and 0.75. Factor 5 contains 5 items and the factor loadings are between 0.57 and 0.70. Again, the factor loadings are indicators of how well the items fit their respective factors. In all, the 44 items were grouped into five distinct factors through this factor analysis, hence, making it an easier and more structured approach to measure the employees' intentions to leave their organizations. The eigenvalue for the factors was assigned to be above 1. And the total variance explained was 84%.

Table 2: Factors Extracted and Items Loading

n	Factor	Items	Loading
1	1	I feel enjoy with my current work	0.539
2		I am provided with sufficient opportunities for professional development in my position	0.704

3		I feel that I am valued and fairly rewarded for my work	0.649
4		I have the necessary tools and resources to perform my job effectively	0.562
5		My work feels meaningful and impactful	0.588
6		I would recommend working at our company to my friends and colleagues	0.629
7		I am content with my job in the field of Information Technology and Communications	0.517
8	2	I feel a strong sense of loyalty towards my company.	0.612
9		am proud to be associated with this company.	0.684
10		I am willing to exert extra effort to help this company achieve its objectives.	0.711
11		I believe in the values and mission of this company.	0.718
12		I intend to stay with this company for the foreseeable future.	0.619
13		I am enthusiastic about recommending this company to others as a great workplace.	0.578
14		I am emotionally attached to this company.	0.647
15		I feel a sense of belongingness within this company.	0.575
16		I am committed to contributing to the success of this company.	0.614
17		I am willing to make sacrifices for the long-term success of this company.	0.74
18	3	I feel that my bosses have set a clear and inspiring vision for the team.	0.62
19		The leadership style prevailing in the company encourages open and honest communication among team members.	0.716
20		My direct manager provides the necessary guidance and support to accomplish my tasks well.	0.622
21		The management treats all team members with respect and appreciation.	0.709
22		I can feel the confidence that my bosses show in the abilities of team members.	0.524
23		I am motivated to give my best through management support.	0.697
24		My supervisor provides constructive feedback to address work issues.	0.716
25	4	I feel that I am able to devote enough time to my personal life outside of work.	0.658
26		I feel that my work requires me to sacrifice my free time and personal relationships.	0.603
27		I constantly feel stressed and anxious because of my work.	0.749
28		I feel that I can effectively separate my work time from my personal time.	0.66
29		My employer supports work-life balance through flexible policies and programs.	0.625
30		I feel like I have enough vacations and personal time to de-stress.	0.745
31		My physical and mental health are negatively affected by my work.	0.71
32	5	I feel satisfied with the salary I receive.	0.695
33		My company offers a good range of benefits.	0.651
34		I feel that my salary is commensurate with my responsibilities and skill level.	0.595
35		I feel job security in my company.	0.633
36		I believe my company values my contributions fairly.	0.576

Confirmatory Factor Analysis

After establishing the factor structure through the use of exploratory factor analysis (EFA), we conducted a confirmatory factor analysis (CFA) to validate the derived model. The CFA examines how well the data fit the hypothesized factor structure. The results of analysis indicated that the 5-factor scale had a good fit with the data based on a number of fit indices. The ratio χ^2/df, which indicates goodness of fit, was 1.356, close to 1, showing reasonable fit of the model with the data. The p-value for the χ^2 test was 0.195, which is above the cutoff point, indicating the fit of the model was not significantly different from the observed data. In addition, the Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) were both reported as 0.905 and 0.912, respectively. Both of these indices are measures of how the model fits in contrast to a baseline model. Values closer to 1 for both CFI and TLI indicate a better fit, and in this case, it suggests a reasonably strong fit of the 5-factor model. Lastly, the Root Mean Square Error of Approximation (RMSEA), which tests the discrepancy between the model and the data fit, was reported as 0.0401. An RMSEA value below 0.08 usually is a good fit, and here, the RMSEA is well within this criterion. In sum, the results of the CFA confirm that the 5-factor scale is a good fit for the data, hence providing the validation for the proposed factor structure of employee intentions to leave. The results from confirmatory factor analysis support the proposed

5-factor structure of the developed scale, derived using the exploratory factor analysis. On a more specific note, the CFA results further reveal that all item factor loadings of each of the five factors were highly significant (p < 0.001), providing statistical evidence for the strength of the relationship that exists between the constituent items of this scale and the factors. Therefore, the results of the CFA signify the robustness of the scale and, along with it, the fact that employee intentions to leave can adequately be determined through three such diverse factors.

Following the comprehensive analysis of both the Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) results, we delved into a thorough examination of the statements associated with each factor. This examination aimed to discern the prevalent themes or underlying concepts conveyed by these statements. It involved a meticulous interpretation of the factor contents and a systematic approach to the naming process. Consequently, the final factor names, namely Job Satisfaction for Factor (1), Organizational Commitment for Factor (2), Work-Life Balance for Factor (3), Compensation and Benefits for Factor (4), and Career Development Opportunities for Factor (5), were thoughtfully selected to aptly encapsulate the fundamental concepts embodied by the statements within each respective factor. The process ensured that each factor name accurately reflected the core themes derived from the data, thereby enhancing the clarity and interpretability of the factors in the context of employee intentions to leave. The following table 3. presents the results of the confirmatory factor analysis, showing the values associated with the five identified factors that were previously named.

Table 3: Results of the Confirmatory Factor Analysis

Items	Factors	β	S.E.	Z value	P
1	Job Satisfaction	0.351	0.0496	8.53	0.000
2		0.283	0.0329	6.87	0.000
3		0.198	0.0455	4.81	0.000
4		0.240	0.0378	5.83	0.000
5		0.352	0.0466	8.55	0.000
6		0.155	0.0481	3.76	0.000
7		0.133	0.0436	3.23	0.000
8	Organizational Commitment	0.232	0.0430	5.64	0.000
9		0.188	0.0351	4.57	0.000
10		0.228	0.0456	5.54	0.000
11		0.247	0.0428	6.00	0.000
12		0.172	0.0463	4.18	0.000
13		0.384	0.0491	9.33	0.000
14		0.245	0.0490	5.95	0.000
15		0.119	0.0432	2.89	0.000
16		0.138	0.0370	3.35	0.000
17		0.291	0.0470	7.07	0.000
18	Work-Life Balance	0.384	0.0339	9.33	0.000
19		0.187	0.0364	4.54	0.000
20		0.221	0.0377	5.37	0.000
21		0.311	0.0317	7.55	0.000
22		0.178	0.0317	4.32	0.000
23		0.221	0.0335	5.37	0.000
24		0.289	0.0370	7.02	0.000
25	Compensation and Benefits	0.145	0.0455	3.52	0.000
26		0.365	0.0406	8.87	0.000
27		0.322	0.0357	7.82	0.000
28		0.300	0.0467	7.29	0.000
29		0.284	0.0326	6.90	0.000
30		0.231	0.0351	5.61	0.000
31		0.312	0.0468	7.58	0.000

32	Career Development Opportunities	0.199	0.0439	4.83	0.000
33		0.251	0.0391	6.10	0.000
34		0.216	0.0410	5.25	0.000
35		0.310	0.0293	7.53	0.000
36		0.191	0.0310	4.64	0.000

CONCLUSION

The purpose of this paper was to discover the factors influencing employees' intentions to leave work in the ICT sector in Iraq. Through a series of specialized statistical tests, our findings revealed the development of five main factors that influence employees' intentions to leave their jobs. The first was employee satisfaction, which is a very important factor in determining employees' intentions to stay or leave; This is because employees who feel satisfied with their jobs are usually less likely to think about leaving compared to those who constantly complain about their jobs. Second was organizational commitment, which expresses the degree of emotional attachment to the organization, as loyalty and a sense of belonging to the organization enhance the likelihood of employees staying and increasing their productivity. Third was the balance between life and work, which is one of the most important employee management strategies these days, and represents a necessary way to retain employees, as a good balance between personal and professional life increases the employees' area of control, and thus reduces the employees' desire to leave. Fourth is compensation and benefits, which undoubtedly directly affect employees' intentions. Fair compensation and attractive incentives that are appropriate to the skills possessed by employees enhance the continuity of employees in their roles, or at least they reduce the search for job alternatives with competitors. Finally, career development opportunities are a very important issue in reducing turnover intentions; Clear prospects for growth and development within the organization make employees more committed to staying.

The results showed that maintaining the factors influencing employees' intentions to leave is necessary to ensure the stability and continuity of the information and communications technology (ICT) sector in Iraq. The results indicate that focusing on enhancing employee satisfaction by improving the work environment and providing opportunities for career development, in addition to enhancing organizational commitment by creating a sense of belonging and participation, providing a healthy work-life balance, and ensuring fairness in compensation and benefits, are all factors that play an important role in Reducing employee turnover rates. These factors are particularly essential in the ICT sector, where employees are highly skilled and in high demand by other employers. Therefore, maintaining these competencies is essential to ensure companies' ability to compete and innovate.

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