

## AN ORGANIZATIONAL IMPACT ON MIGRATION INTENTION: POLITICAL ENVIRONMENT

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### Abstract:

This research delves into the intricate dynamics between organizational factors and brain drain, with a specific emphasis on the moderating influence of the political environment. The study aims to elucidate the relationships among workload, career growth opportunities, incentives, and migration intentions, considering the political environment as a crucial moderator. The primary focus is on understanding how the political environment interacts with organizational factors to influence employees' migration intentions. Workload, career growth opportunities, and incentives serve as pivotal organizational determinants that may affect an individual's decision to migrate. The research acknowledges that the impact of these organizational factors may vary depending on the prevailing political climate, making the political environment a key moderator in this relationship. A comprehensive literature review forms the foundation of the research, integrating theories and empirical findings from organizational behavior, migration studies, and political science. The conceptual framework illustrates the interplay between workload, career growth opportunities, incentives, and migration intentions, moderated by the political environment. Utilizing a quantitative research approach, the study employs surveys and SPSS analysis to collect and interpret data. By exploring the interrelation among these variables, this research seeks to provide nuanced insights into the organizational factors contributing to brain drain and the moderating role of the political environment. The findings aim to inform organizational leaders, policymakers, and researchers about the complex dynamics at play, helping them develop targeted strategies to retain skilled talent in the face of organizational challenges while considering the broader political context.

**Keywords:** Migration Intention, Organizational Workload, Organizational Career Growth Opportunities, Organizational Incentives, Political Environment

### 1. INTRODUCTION

Brain drain is the emigration of highly skilled and talented individuals from their home country or organization to other countries or organizations. This phenomenon is characterized by the loss of

critical skills and expertise from the home country or organization and is often a result of a lack of opportunities, inadequate compensation, or political instability. According to the World Economic Forum, brain drain is a significant challenge for developing countries, as they often lack the resources to attract and retain highly skilled individuals (World Economic Forum, 2019). Similarly, a study by the Institute of Labor Economics found that brain drain can have negative effects on the economy, including a loss of human capital and a reduction in the competitiveness of the home country (Docquier & Rapoport, 2012). A study by the Society for Human Resource Management found that brain drain can result in a loss of institutional knowledge, increased recruitment costs, and reduced productivity (Society for Human Resource Management, 2019).

In addition, according to a recent report by the UNC on Trade and Development (United Nations Conference on Trade and Development), brain drain can have significant economic costs, particularly for developing countries. The report found that the loss of skilled workers due to brain drain can result in a loss of investment and a decrease in economic growth (UNCTAD, 2021). The report also emphasized the importance of investing in education and developing policies to retain skilled workers in developing countries. Moreover, A recent study by the World Economic Forum found that brain drain can result in a loss of critical expertise in areas such as healthcare and education, resulting in reduced access to quality services for the local population (World Economic Forum, 2021). Furthermore, according to a recent survey by Achievers, the top reasons employees leave organizations are lack of recognition and appreciation, lack of career growth opportunities, and poor work-life balance (Achievers, 2021). The survey also found that employees are more likely to stay with organizations that prioritize employee well-being, provide opportunities for career development and growth, and offer a positive work culture. A recent study by Mercer identified several challenges faced by organizations in retaining top talent, including increasing competition for skilled workers, changing workforce demographics, and a lack of effective leadership and management (Mercer, 2021). The study also highlighted the importance of developing a strong employer brand, offering competitive compensation and benefits, and providing opportunities for career growth and development in retaining top talent. One effective strategy for retaining top talent is to provide employees with opportunities for career development and growth within the organization. This can include training programs, mentoring, and coaching to help employees develop their skills and advance their careers. By investing in their employees' professional development, organizations can create a sense of loyalty and commitment among their workforces. And offering competitive compensation and benefits packages is another effective way to retain top talent. This can include competitive salaries, health insurance, retirement benefits, and other perks such as flexible work arrangements, paid time off, and employee discounts.

For Instance, Syed (2008) describes the research, looking at organizational characteristics in the host nation at the meso (organizational) and macro levels, including politics. He notes the ineffective implementation of various policies and the conventional workers as two additional

elements affecting migration aspirations. According to Anas and Wickremasinghe (2008), occupational and organizational factors influenced most Sri Lankans' judgments about skilled migration. Moreover, studies utilizing the Bourdieusean framework (Joy et al., 2018; Qureshi et al., 2013) and identity (Liu, 2015) have also helped to shed light on the effects of politics on migrants' experiences in the host country, both at the organizational and national levels. These investigations, however, are primarily empirical and lack a solid theoretical foundation, highlighting the urgent need for the creation of a solid theoretical framework to underpin these empirical studies. Given this demand, the Brain Drain Predictors theoretical framework (BDP) by Rosenblatt and Sheaffer (2001) is significant for its attempt to pinpoint the organizational elements that affect BD. According to the BDP framework, certain elements including limited career prospects, an imbalanced workload, and inadequate incentives are regarded as organizational predictors of BD (Rosenblatt & Sheaffer, 2001). Two problems, nonetheless, exist with the BDP framework. First off, Rosenblatt and Sheaffer (2001) paradigm lacks a sound theoretical foundation for their framework. Secondly, they don't try to create a scale of measurement to experimentally investigate the influences on BD. Further, there is no empirical evidence to back up this notion.

On account of this, there is still a sizable information vacuum about the organizational elements that affect BD in the home country that must be addressed conceptually and investigated experimentally. This claim has evidence in the literature to support it. As, Brewer and Kovner (2014) noted lately, when developing BD theories, organizational variables must be considered. Furthermore, although organizational politics are not considered in the BDP framework, other scholars (Kodisinghe, 2010; Maslyn & Fedor, 1998; Wijesuriya, 2011; Wijeweera & Jayawardana, 2003) have suggested it may have an impact on business development. As a result, it is necessary to identify these additional organizational aspects, place them inside the BDP framework, and provide theoretical and empirical support for BDP. Therefore, this research aims to investigate the organizational elements impacting BD and its mechanisms. This research offers a theoretical framework outlining the factors that influence BD at the organizational level to address the research objectives, and it empirically evaluates that theoretical framework.

According to the background study, this phenomenon has significant consequences for ABC company mainly engaged in the IT sector, vehicle sales, after-sales services, retail, construction and logistic solutions and agriculture sectors including reduced productivity, decreased competitiveness, and increased costs associated with replacing skilled employees. From an organizational perspective, their departure results in a loss of talent and expertise. These employees often possess valuable knowledge, experience, and specialized skills that are critical for the organization's success. Losing such individuals can create a void that is challenging to fill, and the organization may struggle to find suitable replacements. The loss of talent and expertise can disrupt ongoing projects, hinder innovation, and lead to a decline in productivity and performance. Moreover, the departure of skilled employees may also have a negative impact on

team morale and motivation, as remaining employees may feel demotivated or uncertain about the future of the organization. The organization may also suffer from a weakened competitive position, as it may struggle to keep up with advancements and developments in the industry without the skilled employees who have left. Overall, brain drain can leave the organization in a vulnerable position, impeding its growth and success.

According to the annual report of the ABC company the Group's staff turnover rate for the financial year 2022–2023 was 23%, a 10% increase from the prior financial year. Migration is thought to be a significant contributing factor. The company has also noticed that employees now anticipate receiving higher gross salaries because of the impact of inflation and rising personal taxes. According to social performance Employee turnover (%) is 22.05(2022/23) and 15.90 (2021/22) The business plans to keep employee turnover at a manageable 14% to 16% level through 2020/21 (15.74). Due to the nation's unstable political and economic conditions at the time, 2022–2023 shows a high employee turnover rate.

## 1.2 Objectives of the study

### *General Objective*

The main objective of the study is to identify the factors that effect on Brain drain of the ABC company.

### *Specific Objectives*

- To identify the impact of organizational career growth opportunities on the brain drain.
- To identify the impact of workload on the brain drain.
- To identify the impact of organizational incentives on the brain drain.
- To identify the impact of the political environment as the moderator in the relationship between migration intention and the influencing factors within ABC company.

## 2. LITERATURE REVIEW

### 2.2 Migration Intention

Migration intention is a complex construct that has been studied extensively in literature. Researchers have explored various concepts, models, theories, and empirical evidence to understand the factors influencing migration intentions among individuals. Wang and Liu (2019) applied the TPB (Theory of Planned Behavior) to examine factors influencing migration intention among Chinese rural-urban migrant workers. They found that attitudes toward migration, subjective norms, and perceived behavioral control significantly influenced migration intentions. The Push-Pull Theory explains migration by considering the push factors (negative aspects) and pull factors (positive aspects) that influence individuals' decision to migrate. Push factors include factors such as economic instability, lack of job opportunities, and political unrest, while pull factors include factors such as better job prospects, higher wages, and quality of life in the

destination country (Lee, 1966). Social theories emphasize the role of social networks, family ties, and social capital in shaping migration intentions. Research by Massey and Espinosa (2018) revealed that the presence of friends or family members in the destination country positively influenced migration intentions, as these social connections provide information, support, and potential employment opportunities. Political factors are also recognized as influential determinants of migration intentions. Political instability, conflicts, persecution, and lack of human rights can prompt individuals to express a desire to migrate. For instance, studies by Johnson et al. (2019) demonstrated that individuals from countries experiencing political turmoil were more likely to have migration intentions as they sought safety, security, and political stability elsewhere. It is important to note that migration intentions are influenced by multiple factors and are context specific. While economic, social, political, and environmental factors have been widely discussed, the relative importance of these factors may vary depending on the specific context and individual circumstances. The concepts used in this study, which concentrate on the organizational level, are taken from the BD framework and include career advancement prospects, workload, and incentives.

### 2.3 Organizational workload

Organizational workload can indeed have an impact on brain drain within an organization. When employees face excessive workloads, high levels of stress, and limited work-life balance, they may be more inclined to seek opportunities elsewhere, contributing to brain drain. A study focusing on inner-city women sheds light on the impact of resource loss on emotional outcomes. The findings suggest that when individuals experience resource loss, such as increased workload and demands, it can lead to negative emotional outcomes, potentially contributing to migration intentions (Hobfoll, S. E., Johnson, R. J., Ennis, N., & Jackson, A. P. (2003)). Meanwhile, De Gieter, S., Hofmans, J., & Pepermans, R. (2011) investigate the relationship between job satisfaction, organizational commitment, and nurse turnover intentions. It reveals that high workload is one of the significant factors influencing nurses' turnover intentions, indicating that heavy workloads can contribute to brain drain within healthcare organizations. These studies, while not directly focusing on brain drain, shed light on the relationship between organizational workload, stress, and employees' intentions to leave. When employees face excessive workloads, it can lead to negative outcomes, reduced job satisfaction, and increased turnover intentions, potentially contributing to brain drain within the organization.

If employees are consistently faced with an overwhelming workload that leads to burnout, stress, and a lack of work-life balance, they might consider migrating to another organization that offers a more manageable workload. Moreover, if employees have a low workload and are satisfied with their job roles, they might not consider migrating. In this scenario, they might appreciate the lower stress and higher work-life balance. Surprisingly, a consistently low workload might lead to boredom and reduced engagement, which could trigger migration intentions. Employees might seek organizations that provide more challenging and fulfilling tasks.

## 2.4 Organizational career growth opportunities

Organizational career growth opportunities can have a significant impact on employees' migration intentions within a company. When employees perceive limited or stagnant growth prospects within their current organization, they may consider seeking new opportunities elsewhere. On the other hand, when employees see clear paths for advancement, development, and fulfilment of their career goals, they are more likely to remain with their current employer. Numerous studies have explored the relationship between career growth opportunities and employees' migration intentions. When employees perceive a lack of career development opportunities, they are more likely to have higher turnover intentions. Chen, C.-F., & Wang, Y.-C. (2017).

And another study reveals that employees who perceive more significant career growth opportunities tend to have higher job satisfaction and lower turnover intentions. Zhou, J., & Lu, Y. (2019). Tett, R. P., & Meyer, J. P. (1993) explore the relationships between job satisfaction, organizational commitment, turnover intentions, and actual turnover. It shows that employees with higher career growth opportunities experience higher job satisfaction, lower turnover intentions, and lower actual turnover. These studies and many others indicate that providing employees with meaningful career growth opportunities positively affects their job satisfaction, and organizational commitment, and ultimately reduces their intention to migrate to other organizations. By investing in career development initiatives, companies can foster a more engaged and loyal workforce. Sometimes, employees might feel that career growth opportunities are available, but they are not aligned with their own career goals or aspirations. In such cases, migration intentions can vary, with some employees considering a move to find better-aligned growth paths. Changes in an organization's commitment to providing career growth opportunities can influence migration intentions.

### Organizational incentives

Organizational incentives refer to the rewards, benefits, or incentives offered by an organization to motivate and retain employees. These incentives can include financial rewards, bonuses, promotions, training and development opportunities, flexible work arrangements, and other perks. The presence or absence of effective organizational incentives can significantly impact brain drain within an organization. Some relevant studies explore this relationship. A study investigates the relationship between high-performance work systems (which include organizational incentives) and organizational performance in Japanese firms. The findings suggest that the presence of effective incentives positively influences employee performance and reduces turnover intentions, thereby mitigating brain drain Takeuchi, R., Wang, M., & Marinova, S. V. (2007). And, research explores the impact of human resource management practices, including incentives, on turnover rates and corporate financial performance. That study finds that organizations with effective incentives and other HR practices experience lower turnover rates, indicating that well-designed incentives can help retain employees and reduce brain drain Huselid, M. A. (1995). Guthrie, J. P. (2001) indicates that the presence of effective incentives and other high-involvement work practices is associated with lower turnover rates, highlighting their role in reducing brain drain.



Such studies demonstrate that the presence of effective organizational incentives can contribute to reducing brain drain by enhancing employee motivation, job satisfaction, and retention. When employees perceive that their efforts and contributions are recognized and rewarded, they are more likely to remain with the organization and contribute to its success.

If an organization provides attractive incentives such as competitive salaries, benefits, career growth opportunities, a positive work environment, and a supportive culture, employees are more likely to have low migration intentions. They may feel that their needs are being met and that they have a promising future within the organization. Meyer, J. P., & Allen, N. J. (1991). In contrast, if an organization fails to provide adequate incentives or rewards for its employees, it may start considering migration. Employees might seek organizations that offer better compensation, benefits, or a more fulfilling work environment. Mobley, W. H. (1977). In some cases, employees might stay despite weak incentives if they have a strong emotional attachment to their colleagues, the work itself, or other factors. On the other hand, employees might leave even if incentives are strong if other aspects of their job are dissatisfying.

### **Political Environment**

The political environment of a country refers to the set of factors, institutions, and processes that shape the political system and governance within that country. It encompasses the political structures, ideologies, policies, and relationships among various political actors such as political parties, government officials, interest groups, and citizens. The political environment plays a significant role in shaping a country's laws, regulations, public policies, and overall political climate. Furthermore, the political environment of a country can have a significant impact on organizations operating within that country. The following are some ways in which the political environment can affect organizations. Policy and Regulation - The political environment shapes the regulatory framework and policies that govern businesses. Changes in government policies and regulations can directly impact organizations' operations, market-entry, investment opportunities, and overall business environment. For example, changes in tax policies, trade regulations, or labor laws can affect the cost structure and profitability of businesses (The World Bank, 2019). Political Stability and Business Confidence - Political stability is crucial for creating a conducive business environment. A stable political environment instils confidence in investors and businesses, encouraging long-term investment and economic growth. On the other hand, political instability, frequent changes in government, or civil unrest can lead to uncertainties and hinder business activities (World Economic Forum, 2019). Government Support and Incentives - The political environment influences the level of government support and incentives provided to businesses. Governments may offer subsidies, grants, tax incentives, or preferential treatment to specific industries or companies to promote economic development or achieve policy objectives. These incentives can significantly impact organizations' competitiveness and profitability (United Nations Conference on Trade and Development, 2020).

Corruption and Bribery - The level of corruption and bribery in a country's political environment can pose challenges for businesses. Corruption can increase the costs of doing business, distort

competition, and erode trust in public institutions. Organizations may face demands for bribes or encounter difficulties in navigating bureaucratic processes (Transparency International, 2021). Political Stability and Supply Chain Risks - Political instability or conflicts within a country can disrupt supply chains, impacting organizations' ability to source inputs, distribute products, or access markets. Political unrest, transportation disruptions, or changes in trade policies can lead to logistical challenges and business interruptions (Deloitte, 2020). It is important to note that the impact of the political environment on organizations can vary depending on the industry, sector, and specific circumstances. Organizations should conduct thorough assessments of the political environment and develop strategies to manage and mitigate the risks and opportunities associated with it.

### **Hypotheses of the Study**

One relevant theoretical framework is the Effort-Reward Imbalance (ERI) model by Siegrist (1996), which proposes that when individuals perceive an imbalance between their efforts and the rewards they receive at work, they are more likely to experience stress and exhibit intentions to leave their job or organization. In the context of skilled professionals, a heavy workload can be seen as a high-effort input, and if the rewards (such as compensation, recognition, and work-life balance) do not match the efforts, the professionals may be more inclined to consider migration. Moreover, the Conservation of Resources (COR) theory by Hobfoll (1989) suggests that individuals strive to acquire and maintain resources, including psychological and physical well-being. When the demands of a high workload deplete these resources and negatively affect professionals' well-being, they may seek alternative options that offer a healthier work environment and better balance. Research by Roos, Resick, and Dickson (2004) supports the concept of work overload contributing to employees' intentions to leave their organizations. Their findings suggest that when employees perceive excessive work demands, they are more likely to express an intention to leave. This is in line with the idea that a high workload can lead to feelings of dissatisfaction and stress, driving professionals to consider migration. Another study by Kirrane and Buckley (2017) focuses on work-life balance practices and migration intentions. Their findings indicate that professionals who perceive inadequate work-life balance are more likely to express an intention to migrate. This implies that professionals who are burdened with heavy workloads might view migration to achieve a better balance between work and personal life.

H1: There is a significant relationship between the organizational workload and migration intention.

When employees perceive ample opportunities for career advancement within their current organization, they are less likely to express an intention to migrate or move to a different organization or location. This can be explained through various organizational psychology and human resources theories. According to the Social Exchange Theory, employees tend to engage in a psychological contract with their organizations. When employees believe that their



organization values their contributions and offers opportunities for personal and professional growth, they reciprocate by showing higher levels of commitment and reduced intention to leave (Blau, 1964). Furthermore, Herzberg's Two-Factor Theory states that certain factors, such as opportunities for growth and advancement, are considered motivators that can lead to job satisfaction. When these factors are present, employees are more likely to feel a sense of achievement and fulfillment, which reduces the desire to seek alternative opportunities (Herzberg, 1966). Research conducted by Raghuram, Garikipati, and Gilmartin (2012) in the context of skilled Indian migrants in the UK found that migrants often make decisions about migration based on perceptions of career opportunities and prospects in the host country. If the opportunities for career growth are perceived to be limited or uncertain, migrants might be more inclined to consider returning to their home country or seeking opportunities elsewhere. Another study by Suutari and Tornikoski (2015) focused on the relationship between career growth and expatriate turnover intentions. The findings suggested that expatriates who perceive a lack of career growth opportunities within their current assignment are more likely to express an intention to leave the host country and return home.

H2: There is a significant relationship between the organizational career growth opportunities and their migration intention.

A negative relationship between the incentives of highly educated and skilled professionals and their migration intention suggests that when these professionals perceive attractive incentives within their current organization, their intention to migrate to another organization or location decreases. Competitive salary structures, performance-based bonuses, and other financial incentives can enhance job satisfaction and reduce the likelihood of professionals seeking alternative opportunities (Hom & Griffeth, 1995). Organizations that provide clear paths for advancement and invest in employees' professional development can create a sense of long-term security. Professionals who see opportunities for growth within their current organization may be less likely to consider migration (Allen, Shore, & Griffeth, 2003). Being recognized and rewarded for contributions fosters a positive psychological contract between employees and their organizations. Professionals who feel valued are more likely to stay (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Offering flexible work arrangements, wellness programs, and family-friendly policies can improve professionals' overall job satisfaction and commitment, reducing migration intentions (Kossek & Ozeki, 1998). A positive and inclusive organizational culture contributes to a sense of belonging. Professionals who align with the organization's values are more likely to remain in that environment (Cable & Judge, 1994).

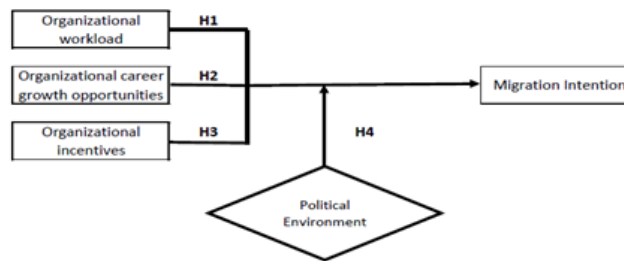
H3: There is a significant relationship between the organizational incentives and their migration intention.

A politically complex and inefficient bureaucracy might make it challenging to implement and enforce regulations effectively. This can result in inconsistent enforcement of labor laws and inadequate protection against heavy workloads (Fichter et al., 2017).

In a politically unfavourable environment marked by corruption, lack of transparency, and poor governance, organizational incentives may lose their value. Employees might perceive that merit-based rewards are compromised, leading to reduced motivation and dissatisfaction (Doh & Guay, 2006).

H4: There is a significant relationship between the political environment and career growth opportunities, workload, incentives, and migration intention in ABC Company.

### 3. Conceptual Framework of the Study



**Figure 01: Conceptual Framework for the Study**

Source: Authors, 2018

#### 3.2 Population, Sample and Sampling Technique

*The present study is about a conglomerate company located in Colombo for the population of the study. As per the active list of employees in the organization, there are 2100 employees currently working in the organization and all of them are taken as the population to conduct this study.*

The current study applied the Strata method for data collection which helps to represent all subgroups can be ensured. The sample size is according to Morgan Table 325.

#### 3.3 Measurement Scales

Migration intention was assessed using the measurement scale developed by (Klay,2009) with 5 items. All the items are anchored on a five-point Likert scale where 1 = strongly disagree and 5 = strongly agree. No reverse-coded items are included in the scale. Sample items include: 'If you had the opportunity, would you like to move permanently to another country?'; 'I often think about leaving Sri Lanka to live in a developed Country; 'I am likely to accept an opportunity to work abroad, leaving the current job; 'I would not recommend a close friend to be in Sri Lanka; 'I am planning to leave Sri Lanka in the near future (within 1 year) It's very possible that I will leave

Sri Lanka in a few years' time (within 2-3 years); My relatives and/or friends are supporting me to make migration arrangements Given a choice I will stay in Sri Lanka without migrating (reverse);

The scale of organizational career growth opportunities was adopted from Weng's and Hu's (2009) study. It is a 15-item scale of four dimensions: career goal progress, professional ability development, promotion speed, and remuneration growth during current employment. The sample items for each dimension are as follows: 'My present job takes me closer to my career goals,' 'My present job encourages me to continuously gain new job-related skills,' 'My promotion speed in the present organization is fast,' and 'My salary is growing quickly in my present organization'. A five-point Likert scale [ranging from 1 (strongly agree) to 5 (strongly disagree)] was used to measure the scale items.

The scale of organizational workload was adopted from Hart and Staveland (1988) study. 'How mentally demanding is your work?', 'How physically demanding is your work?' and 'How hard do you have to work to accomplish your level of performance?' A five-point Likert scale ranging from 1 (very high) to 5 (very low) was used to measure the scale items.

An instrument developed by Al-Nsour (2011) based on incentive theories was used to measure this construct. It has two dimensions: financial incentives and moral incentives. A sample item for financial incentives is: 'The organization provides enough payment to meet the requirements of life', and two sample items for moral incentives are: 'The organization ensures appropriate health insurance for employees', and 'The organization is keen to offer a fair opportunity for employees to make complaints and suggestions. A five-point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree) was used to measure the scale items.

The scale of the political environment was adopted from Vigoda (2002). Some of the questions were 'Favoritism rather than merit determines who gets ahead around here;' 'There is a group of people in my department who always get things their way because no one wants to challenge them. A five-point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree) was used to measure the scale items.

## Research Design

The positivist philosophy, which outlines the essential attitude mindset required to produce knowledge, is relevant to this study. The quantitative approach was applied in this study to confirm the presumptions that were developed. Data from a sample of the population is collected through an online survey, and the questions were formatted as quizzes and ordered specifically. This makes it easier to get quantitative analytical data for the survey that can be used for both real and fictitious statistics.

## Data Analysis and Results

### Reliability & Validity Statistics

Table 01: Reliability &amp; Validity Statistics

Variable	No. of items	Cronbach alpha	KMO Coefficient	Bartlett's Test [Chi-Square]	Sig.
Migration Intention	8	0.657	0.903	1345.709	0.000
Organizational Workload	3	0.572	0.597	128.388	0.000
Organizational Career Growth Opportunities	4	0.777	0.689	522.277	0.000
Organizational Incentives	3	0.769	0.677	341.608	0.000
Political Environment	2	0.673	0.500	124.571	0.000

Source: Survey Data (2023)

As depicted in Table 3, Cronbach alpha of internal consistency coefficients of dimensions of the dependent variables and moderator and three independent variables are greater than 0.6 and near to 0.6 indicating that multi-item measurement scales are reliable enough and have no bias. According to the KMO coefficients and the respective sig. values for five variables given in table 4, the study sample seems statistically adequate to perform an EFA to assess the construct validity.

### 3.4 Summary of Correlation Analysis

Table 02: Results of the correlation analysis

Variable	Pearson Correlation	Relationship
Migration Intention & Organizational Workload	0.266	Positive correlation
Migration Intention & Organizational Career Growth Opportunities	-0.253	Negative Correlation
Migration Intention & Organizational Incentives	-0.261	Negative Correlation
Migration Intention & Political Environment	0.159	Positive Correlation

Source: Survey Data (2023)

### Simple Regression Analysis

Table 03: Results of the regression analysis

	$\beta$	$t$	Sig.
<i>MI &amp; OW</i>	0.181	5.636	0.000
<i>MI &amp; OCGO</i>	0.167	-5.353	0.000
<i>MI &amp; OI</i>	0.156	-5.532	0.000

Source: Survey Data (2023)

The beta coefficient indicates the strength and direction of the relationship, the t-statistic assesses the significance of the relationship, and the low p-value (0.000) suggests that the relationship is statistically significant.

### 3.5 Moderator Analysis

The moderating affecting results are given in the table

Table 04: Moderating Effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.226a	.051	.038	.32018	.051	3.871	4	288	.004
2	.236b	.056	.039	.31992	.005	1.465	1	287	.227

Source: Survey Data (2023)

The output shows that with the inclusion of the interaction effect of the political environment in the relationship between Organizational factors and Migration Intention, the value of  $R^2$  without the moderation effect is 0.051, and with the moderation effect  $R^2$  is 0.56.  $R^2$  changed 0.005, 0.5% (less than 1%). With the  $R^2$  change, we can identify there is a moderating effect of the political environment on migration intention and significance.

### 3.6 Findings and Discussion

#### ***Organizational Workload and Migration Intention***

The current study has identified after the comparison of the findings with previous studies, it confirmed that there is a positive impact of organizational workload on migration intention ( $r = 0.266$  and Sig. 2tailed 0.000). Moreover, a significant impact was found between organizational workload and migration intention (R square 0.071 and sig 0.000). H1 was accepted which mentioned that there is a significant relationship between organizational workload and migration intention.

According to the findings of the current study, when there is a high workload among employees, it results in increasing migration intention. Therefore, to retain top talents, management has to take necessary actions to distribute roles and responsibilities fairly. To reduce the workload of employees, management can improve strategies like prioritizing tasks, workload assessment, setting realistic goals, automation of repetitive tasks and implementing technology infrastructures.

#### ***Organizational Career Growth Opportunities and Migration Intention***

This study found there is a negative impact of organizational career growth opportunities on migration intention ( $r = 0.253$ , Sig. = 0.000). Therefore, H2 was accepted and there is a significant relationship between organizational career growth opportunities and migration intention. That denotes when there are career growth opportunities within the organization results in a decrease migration intention of the workforce. Hence management immediately should take actions like organizing professional development programs, promoting from within the organization, giving cross-functional opportunities, and giving attention to employee empowerment and diversity & inclusion.

#### ***Organizational Incentives and Migration Intention***

This research discovered that there is a negative impact of organizational incentives on migration intention ( $r = 0.261$ , Sig. = 0.000). Therefore, H3 was accepted and there is a significant relationship between organizational incentives and migration intention. It senses that when an organization offers financial and non-financial incentives to employees, the effect decreases migration intention. Establish competitive compensations, performance-based bonuses, profit-sharing plans, and personalized benefits packages, involving profitable projects that can be used to retain employees.

#### ***Political Environment and Migration Intention***

When testing the moderating effect, this study recognized that there is a positive impact of the political environment on migration intention. With the moderating effect, R square changed from 0.51 to 0.56, which was a 0.5% change. Therefore, H4 was accepted, and there is a significant relationship between the political environment and career growth opportunities, workload, incentives and migration intention in ABC Company. By establishing fair and consistent leadership, implementing conflict resolution mechanisms, implementing whistleblower



protection, and addressing any signs of political behavior promptly, Organizations can minimize the effect of the political environment in a country.

### 3.7 Practical Implications

An organizational implication regarding brain drains, considering the moderating effect of the political environment, could involve crafting adaptive talent retention strategies. This might include fostering a supportive workplace culture, offering career development opportunities, and implementing policies that align with the prevailing political climate to attract and retain skilled professionals despite potential external factors encouraging brain drain. According to the current study, organizational politics, incentives, and career progression prospects are likely to have an impact on BD. Opportunities for career advancement and rewards are largely within the discretion of organizations, particularly those with an HR department. Consequently, HR has some if not total, control over their employees' intentions to migrate. For example, HR can create systems to determine each worker's career objectives and then offer appropriate training and opportunities for work to advance skills and gain experience. However, this is not effective in meeting employees' needs for career growth and results in a loss of trained employees. Other methods of providing for career growth must be devised. Employees determine their career growth through remuneration growth, and higher remuneration is an effective alternative to promotion. Therefore, firms can attempt to meet employees' needs for career growth by devising a systematic remuneration system that makes them feel they are continuously progressing in their careers. By doing so, HR can provide incentives in such a way as to discourage their skilled employees from migrating. Furthermore, the study's findings imply that better career advancement opportunities and incentives alone are insufficient to retain employees, and it is equally or more important to mitigate the damage that POP can cause to organizations. It has been discovered that when an organization is perceived to be politically driven and when employees believe that favoritism determines who receives reward and who receives recognition, employees are more likely to migrate, even if the organization offers opportunities for career advancement. This is because promotions and incentives may be interpreted as favoritism. As a result, top management must ensure that managerial decisions are fair and transparent and should implement standard operating procedures and policies that everyone in the organization can accept.

### 3.8 Limitations

Even though the current study has presented significant implications based on the study, some limitations must be seriously considered. The primary goal of the study was to determine the impact of the political environment as a moderator on the relationship between organizational factors and migration intention in ABC Company. As a result, the first limitation is that the current study is only applicable to one organization. This reason has led to the study being more subjective to a specific organization. Furthermore, the current study assumed that all other variables would remain constant. However, other factors such as family, work environment, and so on may have an impact on the study's findings. Furthermore, this study only used the questionnaire method to

collect data. Respondents' opinions were thus restricted to the questions that were asked and could not be shared on other organizational factors.

### 3.9 Directions for future researchers

Based on the limitations identified in section 5.4, the current study presents a few directions for future researchers. It is more beneficial and effective for all decision-makers if a study is considered without merely focusing on one company to get responses about the matter. To enhance future outcomes regarding the impact of organizational brain drain moderated by political environments, one should navigate to conduct comprehensive studies to understand the specific factors contributing to brain drain within the organization amidst varying political landscapes. Furthermore, by developing flexible retention policies and strategies that can adjust based on changes in political environments, ensuring they align with both organizational goals and external influences. By focusing on these directions, an organization can better navigate the challenges posed by brain drain influenced by political environments and secure better outcomes for the future.

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