
RESEARCH ARTICLE

Exploration of Factors Influencing Intention to Leave: Indonesian Professional Working in Qatar Case

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ABSTRACT

This study explores job and life satisfaction factors influencing intention to leave, including life satisfaction as moderation role for Indonesian professionals working and living in Qatar. The quantitative job and life satisfaction questionnaire was used to test research hypotheses using Structural Equation Mode. Herzberg's Two-Factor for job satisfaction and Clayton Alderfer's ERG Theory for life satisfaction contain 26 factors with seven Likert scale. Motivators include reward, promotion, work nature, and personal growth, while hygiene factors include pay, working conditions, supervisors, coworkers, workloads, operating conditions, and job security. Existence shows health, environment, housing, and finances. Friends, family, community, leisure, and social status reflect relatedness. Spirituality, culture, and family education indicate growth. 292 participants, with 92.1% above 40 years old and having lived in Qatar for more than 10 years (77.5%) at the same job position (43.8%), participated in the study. The model shows that hygiene factors moderately negatively correlate with job satisfaction, while motivators strongly positively correlate. Selected factors addressed most factors of job satisfaction, excluding operating conditions and job security. Existence needs strongly positively correlate with life satisfaction, while growth needs are not significantly correlated. An unexpected negative correlation exists between relatedness and life satisfaction. Selected factors under existence, relatedness, and growth only explain 1.5% of life satisfaction variation, indicating that other factors are also important but are not taken into account. Job and life satisfaction negatively correlate with intention to leave, while life satisfaction significantly adversely moderates the relationship between both of them, suggesting that attempting to make people happy may help them stay at their jobs when they're unhappy. Other findings show that people are highly satisfied with current pay and financial stability but moderately satisfied with promotion, reward, and future pay increases and financial security. Therefore, improving future finances can make people happier and keep them from quitting their jobs.

KEYWORDS

Job satisfaction, Life satisfaction, Intention to leave, Indonesian professional workers, Qatar, Motivator, Hygiene factors, Existence, Relatedness, Growth

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1. Introduction

Qatar's economy is strong and promising, with a GDP of 220.43 billion QR (62.582 billion USD), expanding by over 29.6% in Q4 2022. The country's high-income economy is supported by the world's third-largest natural gas and oil reserves, and it is the largest exporter of liquefied natural gas. It has attracted foreigners as expatriates, particularly Indonesian professionals, and is mostly being relocated by self-initiation or direct employment within the host country (McNulty, 2017). In March 2023, 85% of the population in Qatar is foreign, which means expatriates are significant contributors to the country's economy. Qatar employed 6,340 Indonesian professionals in 2022, according to the Indonesian embassy. The embassy says it benefits Indonesia in diplomatic relations, human capital, and remittances.

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People go abroad for careers, family education, personal growth, challenges, quality of life, language learning, cultural understanding, networking, and financial gain (Dabic, González-Loureiro, & Harvey, 2015). Working abroad while gaining new skills can make expats more competitive in the global job market. Adapting to new cultures can boost self-awareness, resiliency, and confidence, which can help personal and professional development.

Sponsorship is required for working or retiring foreigners in Qatar. People who work in Qatar are sponsored by their companies. Retirement, resignation, or organization termination will end the expatriate. Since Qatar requires "sponsorship" for residency, expats rarely retire there. Being temporary residents in Qatar makes them keep thinking about leaving.

The pandemic forced expatriates to work from home for over a year, redefining their priorities. Conversely, the company realigned its business strategy with the option to reduce expatriates, making them feel insecure, while employee benefits were cut as the cost of living rose. Reducing the number of workers for the same task causes overload. The workload is linked to job dissatisfaction, fatigue, and physical health issues (Bowling, Alarcon, Bragg, & Hartman, 2015). These conditions drive expats' desire to leave. Some resigned and went to Indonesia or elsewhere. According to the Indonesian embassy, Indonesian professionals dropped from 5,412 to 4,305 between 2019 and 2021. This has adversely affected the community, including Indonesian workers' reputation, social influence, and support networks.

Unhappy workers leave for better opportunities (Bartunek, Huang, & Walsh, 2008). Job satisfaction affects both job turnover and the desire to leave (Rubenstein, Eberly, Lee, & Mitchell, 2018). Turnover has been interpreted by some as a reaction to the workplace. According to studies (Unanue, Gómez, Cortez, Oyanedel, & Mendiburo-Seguel, 2017; Bialowolski & Weziak-Bialowolska, 2021; Kosec, et al., 2022), job satisfaction is often linked to life satisfaction, which is affected by work and non-work factors. Job satisfaction is moderately and positively correlated with life satisfaction. Since Indonesian professionals working in Qatar are expatriates living with family and temporary residents, a link between job satisfaction, family happiness, and intention to leave is expected to be seen. It also raises the question of how family (life) satisfaction moderates the link between job satisfaction and quitting among Indonesian professionals in Qatar. This study seeks three questions: What factors determine Indonesian professionals in Qatar's satisfaction with their jobs and how they feel about them as well? What factors make family (life) satisfaction, how does family feel about living in Qatar, and does family (life) satisfaction affect job satisfaction and intention to leave among Indonesian professionals in Qatar?

2. Literature Review

Self-initiated or assigned expatriates. Global companies assign expatriates to work abroad (Berry & Bell, 2012). Self-initiated expatriates are skilled workers who work abroad for certain periods of time (Cerdin & Selmer, 2014). The majority of Indonesians in Qatar are self-initiate. They are highly skilled and qualified people who independently move abroad for steady work with the intention of returning home. Businesses worldwide rely on them to fill talent gaps (Furusawa & Brewster, 2019). Studies show that expats migrate to different cultures and workplaces for the challenge, journey, family, financial, or life change (Hemant Merchant, 2022).

The resources they need to succeed in Qatar greatly impact their views and attitudes toward the employer. They handle workplace issues differently (Lapointe, Vandenberghe, & Fan, 2020). They meet staffing needs and bring the competitive knowledge needed for their employers to stay competitive. These challenges stress people and may cause unhappiness. Unhappy and dissatisfied employees cannot work effectively (Gustainiene & Endriulaitiene, 2009), and many expatriates go back too soon (Shen, Wajeeh-ul-Husnain, Kang, & Jin, 2021). It causes early return expenses (Tharenou & Caulfield, 2010) for both the organizational and personal aspects. Research shows that happiness influences job satisfaction, turnover intentions, and behavioral success (Tharenou & Caulfield, 2010).

Happiness is a combination of thoughts (like being satisfied with your life) and feelings (like having good and bad emotions). The way someone feels about their life in general is referred to as life satisfaction (Diener E., 1984; Diener & Tay, 2012). It also measures subjective well-being most generally (Helliwell, Layard, & Sachs, 2013). More research is showing that a happier life is linked to a happier career, company commitment, and, most importantly, a happier job (Diener & Tay, 2012).

Job satisfaction, life satisfaction, and good and bad emotions are linked. An integrated model shows that job and life satisfaction are strongly correlated (Rode, 2004). Positive and negative emotions change over time and predict job satisfaction each day (Ilies, Scott, & Judge, 2006). Negative emotions lead to health issues, job dissatisfaction, and quitting. Steensma, van Breukelen, and Sturm (2004) found that job dissatisfaction increased the desire to quit. Job satisfaction strongly predicted quitting, according to (Tsai & Wu, 2010). Thus, understanding expatriate satisfaction factors can prevent departure. This study explores the factor of job satisfaction and intention to leave among Indonesian professionals in Qatar. It also examines how life satisfaction affects moderating their job satisfaction and intention to leave as part of overall well-being.

2.1. Theoretical Foundation

Individuals' subjective assessments of their lives determine life satisfaction. Subjective well-being includes positive and negative affect, with one key component emerging (Diener E. , 1984; Diener & Tay, 2012). Most adults prioritize family and work. They'll be happy as family and employees. Life satisfaction, or well-being satisfaction, measures how people feel about their life overall, not just their emotions. This measure considers the individual's life circumstances and how well they are met. It's a subjective measure of physical and mental well-being that considers health, personal growth, relationships, community, and environment.

Spillover's theory states that happiness in one area can affect happiness in another. For instance, job satisfaction may affect family life satisfaction and vice versa. How satisfied or unhappy people are in these major life domains "spill over" to the highest level of life affects life satisfaction. Life satisfaction can be increased by focusing on a positive aspect of life and letting its positive emotions reduce negative emotions (Sirgy M. J., 2012). In a psychological concept hierarchy, life satisfaction is highest, followed by domain satisfaction (work, family, and leisure). Work, family, love, spirituality, sociality, and leisure are in the middle (Loewe, Bagherzadeh, Araya-Castillo, Thieme, & Batista-Foguet, 2014). The lowest level is satisfaction with specific life events. This means that everyone has different needs that they want to be met, and the more these needs are met, the better people feel about their lives.

Dinibutun (2012), Work Motivation: Theoretical Framework, examined human motivation as internal cognitive processes based on feelings and thoughts. He examined motivational theories for human needs, their strengths, and their goals to meet them, exposing demand nature and motivation. Need satisfaction models developed by Maslow (1943) for the hierarchy of needs theory, McClelland (1988) for achievement motivation theory, Herzberg (1959) for two-factor theory, and Alderfer (1972) for the modified need hierarchy model are applied in the research. This approach to quality of work life assumes that work fulfills basic needs. Employees are satisfied when their jobs meet these needs.

Maslow's theory (1943), says that people are wanting beings who often want more. The hierarchy of needs shows that their wants depend on what they have. Physiology is the first need in the Maslow hierarchy, followed by safety, love (social), esteem, and Self-actualization. When lower needs are met, they are no longer motivated. The next higher need becomes the main driver.

Alderfer modified the need hierarchy model. This model simplifies Maslow's five levels of need to three: existence, relationship, and growth, using ERG theory. As lower-level needs are met, people move up the hierarchy to relatedness and growth. These needs are a continuum, not levels. At any time, multiple needs can be met. Additionally, individuals can move lower in the hierarchy (Alderfer C. P., 1972). In contrast to Maslow's theory, Alderfer's research shows that lower-level needs don't have to be met before a higher-level need becomes a motivating force. Under ERG theory, people are motivated to meet basic needs. If a person's needs at one level are unsatisfied, attention should be directed to other levels. He created a new model using Maslow's three levels of existence, relatedness, and growth (ERG theory). More specifically, Maslow's model combines safety and physiological needs with existence needs. Social interaction and external esteem from respect are relatedness needs. The last needs are self-actualization and internal self-esteem, also called growth needs with self-esteem.

Herzberg expanded Maslow's work and developed his own theory of work motivation. Herzberg called satisfaction "motivators" and dissatisfaction "hygiene factors." According to Herzberg's theory, the factors related to hygiene are what prevent people from being unhappy. Herzberg's two-factor theory describes motivation by combining hygiene and motivators (Luthans, 1995). The motivators are related to Maslow's higher-level needs, and the hygiene factors are related to his lower-level needs (Mullins, 2002). Hygiene considerations prevent dissatisfaction but do not motivate work.

Table 1 Dinibutun's Work Motivation: Theoretical Framework

Maslow's hierarchy of needs	Alderfer's ERG theory	Herzberg's two-factor theory
Physiological	Existence	Hygiene Factors
Safety		
Love (Social)	Relatedness	
Esteem		
Self-actualization	Growth	Motivators

Both Herzberg and McClelland say higher-level needs are most important at work. McClelland's (1988) "Human Motivation" discusses three socially developed motives: achievement, power, and affiliation. These three reasons satisfy Maslow's self-actualization, esteem, and love needs. Individual motives vary in intensity. People with a strong need for achievement are naturally

driven to succeed. They crave the satisfaction of completing a difficult task. A strong desire for power leads people to make suggestions, offer opinions, and evaluate others (McClelland & Burnham, 1995). Strongly affiliated people are driven to maintain strong and loving relationships with friends and family (McClelland & Burnham, 1995).

2.2. Job Satisfaction

Job satisfaction measures how people feel about their jobs and the aspects of them. Positive or negative feelings towards work determine job satisfaction. It can be a global job evaluation or a set of job-related attitudes. Using the global approach, one can determine the effects of job satisfaction on the overall or bottom-line attitude. Most research examined global job satisfaction in relation to other variables (Spector P. E., 2022).

Motivators. According to Herzberg's two-factor theory (Herzberg, Mausner, & Snyderman, 1959), intrinsic work factors like recognition, achievement, responsibility, advancement, and personal growth determine employee well-being. These factors are called "motivators" because they inspire workplace excellence.

Recognition (Reward). People who like their jobs may work harder and do better. Some evidence suggests that good employees like their jobs more due to the rewards. Jacobs and Solomon (1977) hypothesized that jobs that rewarded good performance would have a stronger correlation between job satisfaction and performance. People who perform well in these situations should be rewarded, and rewards should make them happy. **Promotion** is a sign that an employee's work is valued. This acknowledgement of effort and achievement can boost job satisfaction. **Nature of work.** The tasks, duties, and responsibilities of a job are its nature. Job satisfaction greatly affects workers' motivation, satisfaction, and overall job assessment. Hackman and Oldham (1976) developed the Job Characteristics Model, which examines key job factors. Namely, task significance, skill variety, autonomy, and feedback. The model shows how psychological states like meaningfulness, responsibility, and outcomes affect job outcomes like satisfaction, absenteeism, work motivation, and performance. **Personal growth** involves learning new skills and knowledge at work to improve job performance and prepare for future roles, boosting career prospects. It can boost job satisfaction and motivation (Judge & Bono, 2001; Noe & Wilk, 1993; Gagné & Deci, 2005).

Hygiene Factors. Herzberg classified dissatisfiers as hygienic-preventive factors and motivators as satisfiers. Workplace interactions, working conditions, pay and benefits, company policies, and supervisors are external to the work. Herzberg's theory holds that work-related motivation can boost satisfaction. Similarly, work-related stress and dissatisfaction can lower individual satisfaction. (Sirgy M. J., 2012)

Operating conditions. Rules and procedures (company policies) are essential to the workplace. Rules and procedures ensure fairness, consistency, and smooth operation. They can boost job satisfaction by setting clear expectations, preventing misunderstandings, and promoting fairness when well-structured and implemented. However, excessively detailed or unfair rules may restrict autonomy, innovation, and job satisfaction (Herzberg, Mausner, & Snyderman, 1959; Parker, et al., 2003). **Supervisors** affect the workplace, resources, feedback, and employee development. Supervisors inspire and motivate employees, provide constructive feedback and recognize their achievements, help employees feel valued and secure, promote fairness in decision-making, and communicate clearly and consistently, which can boost job satisfaction. Supervision is crucial to job satisfaction (Judge, Piccolo, & Ilies, 2004; Eisenbeiss, Knippenberg, & Boerner, 2008). **Working conditions** are the physical and environmental factors that affect employee health and performance. A comfortable, well-designed, safe, and healthy workplace is essential for employee satisfaction. Job satisfaction can drop in unsafe or unhealthy workplaces (Vischer, 2007). **Pay** is salary and other financial rewards. Surprisingly, little research has indicated a weak correlation between pay and job satisfaction. Meta analysis by Judge, Piccolo, Podsakoff, Shaw, & Rich (2004) shows that pay fairness is more important than pay level. Most workers don't care that others make more money. They often worry about disparities in salary within a profession. Rice, Phillips, and McFarlin (1990) found a strong correlation between pay and job satisfaction among mental health professionals who worked together. Inside a homogeneous sample, people tend to compare their salaries to those of their peers in the same job and become very unhappy if they are paid less than their peers. **Coworkers.** Job satisfaction is heavily influenced by peers. They provide social support to reduce job stress, create effective collaboration that fosters a sense of accomplishment and shared purpose, provide learning and professional development, offer new perspectives, share knowledge and skills, and provide feedback that affects job satisfaction. However, workplace conflicts can lower job satisfaction. Negative interactions, disagreements, and hostile environments can cause stress and dissatisfaction (Chiaburu & Harrison, 2008; Morrison, 2004; Tse & Dasborough, 2008). **Workload:** The amount of work an employee is expected to do can greatly affect job satisfaction. In models like the Job Demands-Resources Model, it's more often seen as a part of "job demands" than as a working condition. To balance challenging and overworking employees, a proper workload is essential. A balanced workload helps employees manage tasks, achieve goals, and balance work and life. Overwork can cause stress, burnout, and work-life balance issues, lowering job satisfaction. Underload can cause boredom, disengagement, and dissatisfaction (Bakker & Demerouti, 2017; Bowling, Alarcon, G. M, Bragg, & Hartman, 2015). **Job security** refers to an individual's employment continuity and expectation of future continuity. People who feel secure in their jobs can focus on their

work without worry. When workers feel secure in their jobs, they may work harder and be more loyal to the company. However, job insecurity can increase stress and anxiety, which can lower job satisfaction and wellbeing. (Sverke, Hellgren, & Näswall, 2002; Cheng & Chan, 2008)

Subjective well-being consists of positive and negative affect, which are relatively independent. Things that make people happy may not make them unhappy. The two-factor theory suggests hygiene and motivator factors affect work satisfaction. Researchers claim the two-factor theory that explains job satisfaction can explain overall satisfaction in all other life domains. (Baker, Cesa, Gatz, & Grodsky, 1992; Diener & Lucas, R. E., 1999; Headey & Wearing, A., 1989). This study hypothesizes that Indonesian professionals working in Qatar are satisfied with their work due to motivators and hygiene factors, leading to the following hypothesis:

Hypothesis 1 (H1): Motivators have a positive effect on job satisfaction

Hypothesis 2 (H2): Hygiene factors negatively influence job satisfaction

2.3. Life (Family) Satisfaction

"Life satisfaction" refers to a person's overall sense of satisfaction with life, which measures how people feel about their lives, with high scores indicating good mental health (Bowling, Eschleman, K. J., & Wang, Q, 2010). Assessment can be conducted at the level of individual aspects, such as satisfaction with particular domains of life. Job satisfaction and life satisfaction are linked because work is such a big part of people's lives. Addressing employees' work needs affects other areas of their lives. Consequently, the quality of a particular life domain (like family life) has a direct effect on the level of satisfaction in that domain since the work domain directly helps to fulfill needs related to that life domain. (Sirgy M. J., David Efraty, Phillip Siegel, & Dong-Jin Lee, 2001). Alderfer presented an updated hierarchy model that reduces Maslow's five levels of need to three: existence, relationship, and growth (Dinibutun, 2012). Alderfer agrees with Maslow that people move up the hierarchy from existence to relatedness to growth as they meet their lower-level needs. But Alderfer says these needs are more like a range than levels. You can satisfy multiple needs at once. You can also descend the hierarchy (Alderfer C. P., 1972). Alderfer's findings contradict Maslow's theory that lower-level needs must be met before a higher-level need becomes motivating. The ERG theory states that people are motivated by basic needs. In this case, unmet needs at one level should be addressed at other levels. This model is used to explore the factors of life satisfaction in this study.

Existence Needs. Being able to stay alive is what existence needs are all about. Alderfer (1972) defines existence needs as a person's ability to survive. They include material physiological and safety needs. The needs can be seen at this point and are fairly apparent. They include food, water, air, sleep, shelter, and physical love and affection. People want to secure against hunger, disease, attack, and natural disasters. According to Taormina and Gao (2013) life satisfaction is linked to Maslow's theory's physiological and safety-security needs (Khuong, Mai Ngoc; Phan Nhu Ai; Bui Truong Giang, 2020).

Housing includes the quality, size, location, and affordability of a home. The relationship between housing and happiness has been studied by Lawrence, Rogers, and Zajonc (2001). Good, affordable, safe, and spacious housing can boost life satisfaction by providing comfort, security, and space for personal and social activities. Housing location, including access to work, services, green spaces, and community ties, can also affect life (Lawrence, Rogers, R. G., & Zajonc, R. B., 2001). **Health.** The WHO defines health as total physical, mental, and social well-being, not just the absence of illness or disability. There is a strong link between life satisfaction and health. A comprehensive study by Diener, Suh, Lucas, and Smith (1999) found that life satisfaction is linked to physical and mental health. Healthy people can do many things, keep up with friends and family, and achieve personal and professional goals, making life more satisfying. **Financial status:** Income, savings, investments, and debt make up an individual or household's financial status. Research has shown that financial status affects life satisfaction. Diener and Biswas-Diener (2002) found that financial resources can improve life satisfaction by providing access to essential needs, leisure activities, and self-development. Basic needs and future planning can be less stressful with financial security. **The environment** includes natural and man-made features in which organisms, including humans, live. Life satisfaction strongly correlates with environmental quality. According to White, Alcock, Wheeler, and Depledge (2013), access to natural environments like green spaces or the coast can improve life satisfaction by improving physical and mental health. Clean, safe, and sustainable environments enhance wellness and engagement in various activities, boosting life satisfaction (White, Alcock, I., Wheeler, B.W., & Depledge, M.H., 2013).

The likelihood of life satisfaction was five times higher for those with "very good" health than those with "poor" health. It is generally agreed that meeting basic needs increases life satisfaction (Khuong, Mai Ngoc; Phan Nhu Ai; Bui Truong Giang, 2020). Thus, this study proposes the following hypothesis:

Hypothesis-3 (H3): Existence has a positive effect on life satisfaction

Relatedness needs. Relatedness needs include love, belonging, community, and meaningful interpersonal relationships based on safety or respect (Dinibutun, 2012). Safety, social connection, and recognition are relatedness needs. Similar to Maslow's third and fourth levels, these demands involve social relationships and include love or belonging, affiliation, and meaningful interpersonal relationships of safety or esteem (Alderfer C. P., 1969). Also included are relationships with family, friends, coworkers, and employers. Most people want to fit in with a group to feel loved and supported. Respect also includes recognition and admiration from others, which can be linked to popularity, social status, superiority, significance, and praise. These factors increase people's life value. Reliance on interpersonal connections makes relatedness needs more abstract than existence needs.

A family is a group of people with a biological, matrimonial, or legal family bond who live together or form a social unit. Family represents a person's primary social environment, affecting many aspects of their life. Many studies, including Umberson & Karas Montez (2010) and DeLeire & Kalil (2002), have shown a strong link between life satisfaction and family relationships. Family relationships, support, and connectedness can boost life satisfaction. **Leisure** Leisure time allows for relaxation, entertainment, and the pursuit of personal interests or hobbies. Leisure activities boost life satisfaction, according to numerous studies. Leisure activities can reduce stress, improve physical and mental health, boost self-esteem, and improve social interaction, which can boost life satisfaction, according to Newman, Tay, and Diener (2014). Leisure activities can boost self-esteem, mood, and belonging, making life more satisfying. **Friends and associates** are relationships not related to family or romantic partners that share interests, respect, and emotional support. This could be peers, coworkers, neighbors, or other social contacts. Life satisfaction is linked to these relationships. Numerous studies, including Demir and Weitekamp (2007), show that these relationships provide social support, a sense of belonging, and stress protection, which boosts life satisfaction. Positive interactions and shared experiences with friends and colleagues can boost self-esteem, outlook, and personal growth. A **community** is usually a group of people who live in the same area, like a neighborhood or town or share an interest or identity, like an online or professional community. Life satisfaction is heavily influenced by communities. Helliwell & Putnam (2004) found that strong, supportive communities improve life satisfaction through social support, a sense of belonging, and shared resources. Community characteristics like trust, safety, social and public services, and civic participation can greatly impact individuals' well-being and satisfaction. **Social status.** A person's social status is often determined by factors like wealth, occupation, education, and family background. Anderson, Kraus, Galinsky, and Keltner (2012) show how social status and life satisfaction are interconnected. Higher social status brings more resources, influence, and opportunities, which boosts happiness and life satisfaction. This relationship is not always straightforward. Maintaining or improving social status can stress and affect mental health. The subjective social status, or an individual's perception of their social position, may influence life satisfaction more than the actual social status. Thus, high social status may increase life satisfaction, but surroundings, perception, and pressures can moderate this effect.

Life satisfaction and happiness are both linked to a person's self-identified social class. The percentage of people who are very happy and satisfied with their lives decreases from upper to middle to lower class. High trust correlates with life satisfaction and family happiness. Happy and fulfilled people trust others more. Like existence needs, Maslow's belongingness and esteem needs affect life satisfaction. This connects relatedness needs and life satisfaction. (Hills, Argyle, & Argyle, 2002; Nanthamongkolchai, C, Munsawaengsub, & Charupoonphol, 2009; Taormina & Gao, 2013)

Hypothesis-4 (H4): Relatedness has a positive effect on life satisfaction

Growth needs involve self-actualization, self-esteem, and potential development (Alderfer C. P., 1972). Self-actualization and self-esteem are among the needs for growth that are connected to the development of potential. According to Yang et al. (2011), self-esteem is linked to self-productive qualities like the ability to achieve or control oneself, boost confidence, learn new things, become independent, and feel competent. Self-actualization involves achieving goals and personal growth. It means seeking the truth, loving others without expecting anything in return, being a good person, working for justice, being honest, and maintaining integrity. Self-actualization includes seeing and developing your potential. This drives people to create and improve themselves and their surroundings. Growth needs are, therefore, the least clear since their specific needs depend on how different each individual is. Maslow's hierarchy of needs affects how people feel, so growth needs affect life satisfaction and happiness (Taormina & Gao, 2013). In addition, happiness and satisfaction are statistically linked to how much control and choice people feel they have over their lives.

Family education is the term used to describe the educational background and levels of achievement of members of a family, including parents. This factor often determines a family's socioeconomic status and affects family dynamics, including education resources. Oreopoulos Salvanes (2011) found a link between family education and life satisfaction. Family education improves economic stability, job prospects, health and lifestyle choices, and social capital, making people happier. In the long term, parents' education can improve children's academic performance, career prospects, and life satisfaction. **Spiritual life** includes personal or shared experiences, beliefs, and practices related to a sense of the sacred or transcendent, which may or may not be religious. A comprehensive review by Koenig (2012) suggests a positive correlation between spiritual life and life satisfaction. Spiritual or

religious practices and beliefs can help you understand life, deal with stress, and find purpose, hope, and connection, which can improve life satisfaction. A strong spiritual life may also foster community involvement and a supportive social network, boosting life satisfaction. **Culture life** is how people interact with and are influenced by their culture. This can include a society's traditions, customs, arts, social behavior, and intellectual achievements. Kitayama and Park (2010) found that cultural life affects life satisfaction. Cultural norms, values, and practices can give people a sense of identity, purpose, and belonging, improving life satisfaction. Cultural engagement, such as cultural activities or art appreciation, can also improve people's lives. The following hypotheses were developed for these reasons:

Hypothesis-5 (H5): Growth has a positive effect on life satisfaction

How someone feels about their life affects their health and happiness. It can be evaluated by its features or overall satisfaction. Fulfilling employees' needs at work affects other areas of their lives. As a result, working life directly affects satisfying needs in a life domain, like family life, which means that job life directly affects satisfaction in that life domain. Thus, this study hypothesizes that the life satisfaction of Indonesian professionals working in Qatar is linked to their needs for existence, relatedness, and growth.

2.4. Intention to Leave

Most theories of turnover attribute it to job dissatisfaction (Bartunek, Huang, & Walsh, 2008). People will look for other places of work that they think they will like better if they are dissatisfied with their jobs or something significant about them. Job satisfaction is linked to turnover (Rubenstein, Eberly, Lee, & Mitchell, 2018) and intentions to leave (Kim & Kao, 2014). A typical turnover study measures job satisfaction at a given time. After a few months or a year, the researcher sees who quits to see if job satisfaction predicts resignation. Since the behavior was not observed until after the job satisfaction assessment, the effects have to shift from job satisfaction to turnover (Spector P. E., 2022). Additionally, Blau (1993) discovered a connection between the desire to leave and actions related to the job search, such as contacting employment agencies, creating or updating a resume, sending resumes to potential employers, and attending interviews. This suggests the following hypothesis:

Hypothesis-6 (H6): Job satisfaction has negatively influenced the intention to leave

2.5. Moderating Role of Life Satisfaction

Knowing that work is an important component of people's lives results in job and life satisfaction logically. In the spillover hypothesis, how you feel about one thing can affect how you feel about another. A person who finds fulfillment in their work is most likely satisfied with life overall. Thus, job and life satisfaction should be positive. This hypothesis linked job and life satisfaction, according to Rain, Lane, and Steiner (1991). Studies show a moderately positive relationship between life and work satisfaction (Gonzalez-Mulé, Carter, & Mount, 2017). On the other hand, Lacy, Hougland, and Shepard (1982) found a slightly positive correlation between job satisfaction and happiness in family, friends, marriage, hobbies, and current residence. The following hypothesis follows:

Hypothesis-7 (H7): Life satisfaction as a moderation role between job satisfaction and intention to leave

3. Methodology

The study used a survey to explore how job and family (life) satisfaction affect the intention to leave as a current concern in an Indonesian professional working in Qatar. Family (life) satisfaction was examined as a moderator between job satisfaction and intention to leave. According to studies (Kloos, et al., 2012; Moritsugu, Vera, E., Wong, F., & Duffy, K, 2013), quantitative approaches are used in methodological research that focuses on attempting to establish cause-and-effect relationships and rely on numerical data obtained through the use of standardized measures. The research design is explanatory to understand the influencing factors in specific circumstances or phenomena and descriptive to observe and describe a population or phenomenon to determine the relationship between job satisfaction, life satisfaction, and the intention to leave, including the selected factors for both satisfactions. This quantitative analysis uses structural equation modeling.

3.1 Variables in the research

Job satisfaction and leave intention are dependent variables. Both were measured with two indicators items used in quality of life studies (Andrews & S.B. Withey, 1976; Efraty & M.J. Sirgy, 1990; 1992; Efraty, M.J. Sirgy, & P.H. Siegel, 1997), and intention to leave with three Michaels and Spector (1982) questions. This study uses Herzberg's motivators, hygiene factors, Existence, Relatedness, and Growth as independent variables. The study assessed employees' job perceptions on Herzberg's motivation and hygiene factors, using two indicators for each: Motivator (reward, promotion, nature of work, and personal growth), Hygiene factors (operating condition, supervisor, working condition, pay, coworkers, workload, and job security), Existence; and Relatedness. Life satisfaction as a moderator of Job satisfaction and Intention to Leave will be measured using two indicator items from quality-of-

life studies by Andrews and Withey (1976), Efraty and Sirgy (1990; 1990) and (1992), and Efraty et al. (1997). This research includes demographic data on subjects such as age, education level, years of work experience, years in Qatar, and years in current jobs.

3.2 Measurement Instrument

A research instrument measures variables or collects data methodically. The instrument chosen depends on the research question and the data needed to answer it. Questionnaire surveys are used for this research. The questions are meant to provoke responses' thoughts, feelings, and actions. Online surveys and questionnaires are self-administered.

These characteristics correspond to scales that can be used to evaluate family life and job satisfaction. Olson, Russell, and Sprenkle's (1983) and Olson and Wilson's (1982) research showed that aspect-specific tools can be used to measure how satisfied a person is with their family life. Smith, Kendall, and Hulin's (1969), Weiss, Dawis, England, and Lofquist's (1967), and Cross's (1973) research also showed that job happiness can be measured using scales with more than one factor (Cripps, 1986)

Through self-administered questionnaires, individuals are able to articulate their perceptions of their family and work life situations. People know what's going on in their families and at work, and they can talk about how they feel about these things by filling out self-administered surveys. Even though there are risks (like respondents not knowing their own views and feelings or being afraid of what will happen if they say how they feel), self-ratings have been useful in finding out how happy people are with their jobs and families. Hoppock (1935) was the first person to use direct verbal self-reports to measure job happiness, and most researchers have done the same. Likert or Likert-type scales, Thurstone-type scales, "faces" scales, and lists of words that need a "yes," "no," or "?" answer have been used (Locke, 1976). Thierry and Koopman Wema (1984) say that surveys have been used to measure satisfaction more often than any other method (Cripps, 1986). Therefore, there are four series of questions used in this research to collect job satisfaction, life satisfaction, and intention to leave on a Likert-type scale, including demographics.

Measurement of Job Satisfaction. This research utilized the Job Satisfaction Survey (JSS) (Spector P. E., 1985; Spector P. E., 2022) with modification to measure Herzberg's motivation factors and hygiene factors. Two of four questions are selected for each of the following factors: reward, promotion, nature of work and personal growth, operating condition, supervisor, working condition, pay, coworkers and workload. The Job Security happiness scale (JSS), made by David E. Greenhalgh and Gerard H. Rosenblatt (1984) is used to measure job happiness in relation to job security. Job satisfaction is measured using two indicator items commonly used in quality of life studies (Sirgy M. J., David Efraty, Phillip Siegel, & Dong-Jin Lee, 2001). The measure involved asking subjects, "How do you feel about your present job in general?". The participants' responses are captured using a 7-point Likert scale, where a rating of 1 indicates "strongly disagree", and a rating of 7 indicates "strongly agree." The high scores indicated solid agreement among the sample group regarding their satisfaction with various aspects of their jobs. Conversely, significantly low scores indicated a strong disagreement with the factors that contribute to job satisfaction in the workplace.

Measurement of Life Satisfaction. The method used to assess life satisfaction was identical; two indicator items were used to measure satisfaction or dissatisfaction in other parts of life besides work. These measures came from quality-of-life studies done in the past (Andrews & S.B. Withey, 1976; Efraty, M.J. Sirgy, & P.H. Siegel, 1997). As part of the test, people were asked, "How do you feel about your specific area of life, like finances, in general?". Participants provided responses using a 7-point scale ranging from 1 (indicating strong dissatisfaction) to 7 (indicating strong satisfaction). (Sirgy M. J., David Efraty, Phillip Siegel, & Dong-Jin Lee, 2001)

Intention to Leave. Immediate reactions to job dissatisfaction and inadequate working conditions are an intention to leave that is a crucial variable influencing employee attitudes and behaviours. Employees who are dissatisfied are at risk of resigning and quitting intentions frequently materialize. While intentions can predict future attrition, job opportunity moderates the relationship. Michaels and Spector, 1982, developed three questions addressing intentions to quit employment. They asked respondents how often they seriously considered quitting their jobs if they thought to quit, and if they intended to quit. Items are rated on a 7-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree) (Michaels & Spector, P. E., 1982; Spector P. E., 2022).

Demographic. This questionnaire is designed to gather participants' demographic information, including age, level of education, number of years worked, number of years staying in Qatar, and holding a current job position, which is also included in this research.

Table 2 Demographic Data Measurement

Age (years)	Education Level	Work Experience	Stay in Qatar	Current job position
Under 30	High School (SMA)	Under 10	Under 3	Under 1
30 - 39	Associate's (D3)	10 - 15	4 - 9	2 - 5
40 - 49	Bachelor's (S1)	16 - 20	10 - 15	6 - 10
50 - 55	Master degree	21 - 25	16 - 20	11 - 15
Above 55		Above 25	Above 20	Above 15

Data Collection Method. The data was collected from employees by a self-administered questionnaire. This method is chosen over the interview because it can gather accurate responses, is less expensive, and requires fewer people to administer. The questionnaires will distributed to Indonesian workers who work and stay with family in Qatar, with a current population of 6,340 people consisting of professional and skilled workers. Refers to sample size calculator by surveymonkey.com for the population of 6,340 people with a margin of error of 5% at a sampling confidence level of 90% requires 262 samplings and at 85% confidence level requires 201 samplings.

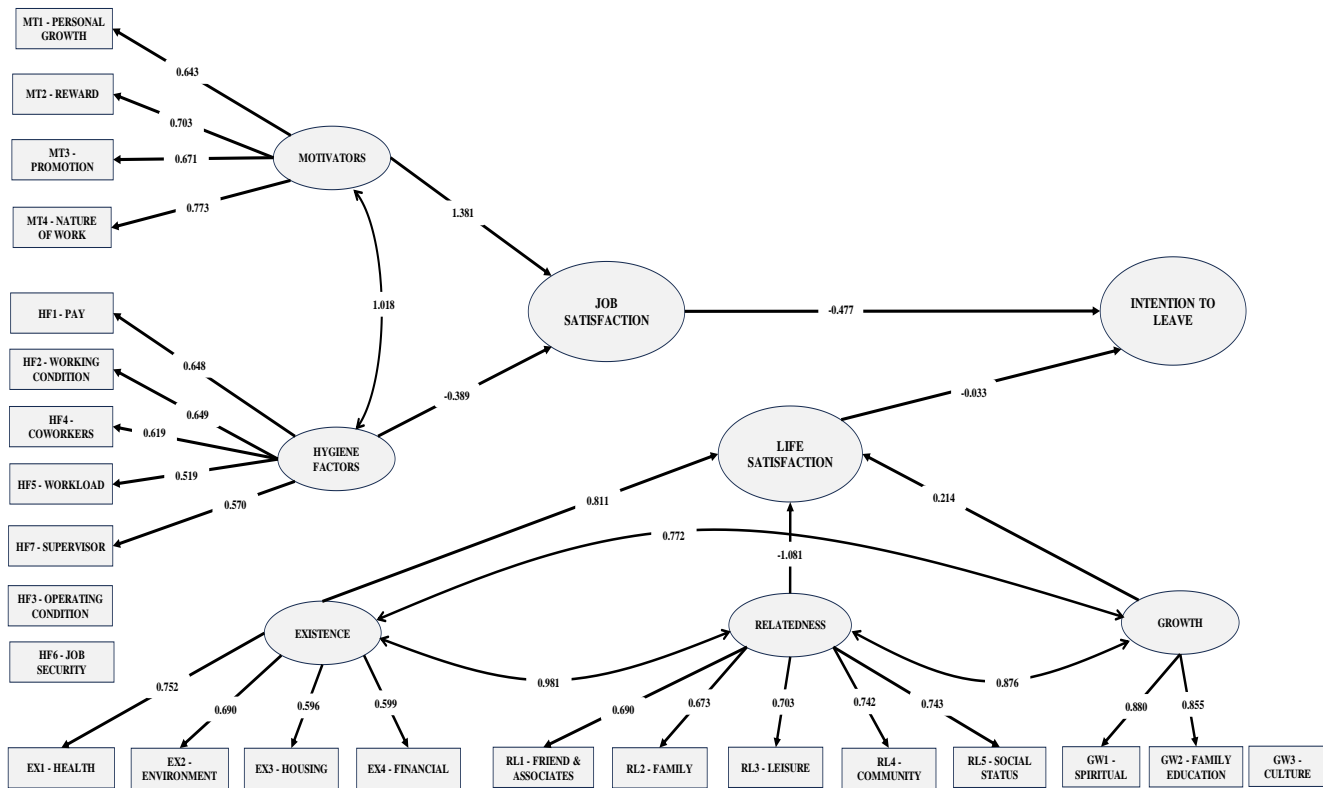
There are 53-item questionnaires that were made to find out the factors that influence job and family (life) satisfaction, as well as demographic information, and to study the relationship between job and family (life) satisfaction. The questionnaires were distributed via WhatsApp to a random sample of 333 Indonesian professionals working in Qatar and residing in Qatar with their families as family income sources. 292 of the 333 responses have been submitted back. Data outliers are taken out to keep the model study from being biased, and only 148 of the 292 items are used. With the Maximum Likelihood (ML) estimate method, Ghozali (2014), says that 100 to 200 data are the minimum required for SEM analysis. In other words, the samples used in this study were sufficient in size to be used for SEM analysis. To find out if the research data was normally distributed, the critical ratio and bootstrape were used in the normality test. Bootstrape is a resampling method that treats the original sample as a community population (Ghozali, 2014).

3.3 Structural Equation Model

Confirmatory factor analysis (CFA) was performed to analyze the standardized regression weight in the model. The CFA for job satisfaction constructs, which contain motivator and hygiene factor constructs, is tested to identify the factor loading indicated by the standardized regression weight in the model. Under hygiene factors, two indicators in each construct (pay, operating condition, supervisor, working condition, coworker, workload, and job security) are tested, and some indicators to be lower than 0.5, indicating 'not valid' to measure their constructs; therefore, one indicator representing its factor is selected instead of two and directly used as an indicator for the hygiene factors construct. To determine validity, the CFA model with all constructs is tested, resulting in the removal of the indicators (factors) of operating condition, job security, and culture life, including one of the three indicators of intention to leave due to factor loading that is negative or lower than 0.5, which does not qualify for convergence validity (Ghozali, 2014). The calculation result of CR and AVE is that the CR value for the overall variable of the study has a value of 0.70. The AVE value should be above 0.5 so as not to show more errors in the parameter (Hair, Black, Babin, & Anderson, 2010). However, in this study, there are dimensions that have AVE values below 0.5, namely motivators (0.450), hygiene factors (0.459), existence (0.489), and job satisfaction (0.430), whereas other dimensions have AVEs > 0.5. Fornell & Larcker stated that AVE values at the limit of 0.4 are still acceptable when CR values are higher than 0.6, so the convergence validity of the construction is still sufficient (Fornell & Larcker, 1981).

3.4 Moderation Analysis

This research explores the role of life satisfaction as a moderator in the relationship between job satisfaction and intention to leave. The study uses the Ping method (Ping, 1995) to analyze the combined effects of the independent and moderating variables. The Ping method suggests that a single indicator should be used as a moderating variable, which is determined by multiplying an exogenous latent indicator with the moderator's variable indicator (Ghozali, 2014). The model results show that life satisfaction significantly moderates the relationship between job satisfaction and intention to leave, resulting in a negative effect.



Model Fit Statistics ($\chi^2 = 459.617$, $df = 271$, $CMIN/DF = 1.696$, $GFI = 0.809$, $CFI = 0.912$, $IFI = 0.914$, $TLI = 0.895$, $RMR = 0.043$, $RMSEA = 0.069$, $AGFI = 0.752$ and $NFI = 0.814$)

Figure 1. Final Model of Research Framework

4. Results and Discussion

4.1 Demography

The survey of 292 Indonesian professionals in Qatar indicates that the predominant age group among them is 40-49 (53.4%), while 25.7% fall within the age range of 50-55. Individuals in this age demographic are more willing to think about studying as engaging. Nevertheless, the absence of responders under the age of 30 years old implies a limited number of Indonesian professionals residing in Qatar with families. In addition, the survey reveals that a mere 7.9% of respondents fall within the age range of 30 to 39 years, suggesting a lack of representation of younger individuals in the research.

The majority of respondents in Qatar own a Bachelor's degree of 52.4% and a Master's degree of 25.3%. A smaller proportion of individuals possess a high school diploma or associate's degree. Two have a doctorate. These findings indicate that education is essential for Indonesian professionals who are seeking jobs in Qatar. The relatively small number of individuals with Doctorate degrees may indicate a job market that requires highly specialized skills and qualifications or a less significant number of individuals with these credentials looking for work in Qatar.

The study shows that a significant proportion of Indonesian workers in Qatar have more than a decade of professional experience (92.1% above 15 years of total experience), indicating that the Indonesian workforce in Qatar consists exclusively of highly qualified individuals. The majority of respondents are mature and experienced people, most likely holding specialized jobs requiring several years of prior expertise. There was no respondent with less than 10 years of experience, indicating the tied opportunities for less-experienced workers in the job market.

According to the survey data, a significant number of Indonesian professionals in Qatar, 77.5%, had resided there for more than 10 years, indicating the presence of a long-living and secure Indonesian population, potentially attributable to factors influencing life satisfaction. The lower number (9.6%) of individuals residing for less than 3 years indicates a consistent in-flow of recent immigrants, possibly reflecting newer opportunities or replacements for those who have retired.

The respondents staying in the same position for more than 6 years represent the majority of the survey (73.6%), reflecting steady, middle-level employment with job security and job satisfaction. The 43.8% of respondents staying at the position for more than

10 years indicates a significant level of dedication and loyalty towards their respective companies over an extended period of time. Professionals who have accumulated more than six years of experience may have advanced to specialized or senior roles, which may typically come with increased benefits, employment stability, and a favorable work-life balance.

4.2 Job Satisfaction

Job satisfaction refers to individuals' subjective evaluation of their jobs and multiple factors related to them. It also refers to the level to which individuals experience positive feelings (satisfaction) or negative feelings (dissatisfaction) towards their work. It can be seen as a global assessment of the job or as an interconnected set of attitudes towards different aspects of the job (Spector P. E., 2022).

Table 3. Questionnaire Result for Job Satisfaction

Factors	Questioner's question	Mean	Standard Deviation	Category
Job Satisfaction	How satisfied are you with your current job title or position	5.411	1.148	High
	How satisfied are you overall with your current job	5.976	0.842	Very High
Reward	When I do a good job, I receive the recognition for it that I should receive.	5.408	1.234	High
	I do not feel that the work I do is appreciated.	3.329	1.488	Medium
Promotion	Those who do well on the job stand a fair chance of being promoted.	4.473	1.540	Medium
	I am satisfied with my chances for promotion	4.205	1.613	Medium
Nature of Work	I like doing the things I do at work	5.729	1.090	High
	I feel a sense of pride in doing my job	5.798	1.140	High
Personal Growth	I am able to fully utilize my skills and knowledge in my job	5.955	1.150	Very High
	My job provides me with opportunities to learn and develop new skills.	5.171	1.393	High
Operating Conditions	Many of our rules and procedures make doing a good job difficult.	3.911	1.619	Medium
	I have too much to do at work	4.079	1.663	Medium
Supervisors	My supervisor is quite competent in doing his/her job.	5.404	1.293	High
	My supervisor is fair to me.	5.288	1.298	High
Working Conditions	The company takes necessary measures to ensure employee safety	6.240	1.046	Very High
	I feel safe in my working environment	5.627	1.197	High
Pay	I feel I am being paid a fair amount for the work I do	5.897	1.090	Very High
	I feel satisfied with my chances for salary increases	4.651	1.594	High
Coworkers	I like the people I work with	5.688	1.028	High
	I enjoy my coworkers	5.445	1.107	High
Workloads	My workload is comparable to that of others in my team or department	5.007	1.375	High
	I usually have sufficient time to complete my tasks to a satisfactory standard	5.257	1.271	High
Job Security	I feel secure in my current job position. (Job security)	5.158	1.391	High
	I am not concerned about being laid off from my job	4.856	1.431	High

The survey result shows that the majority of Indonesian professionals in Qatar expressed satisfaction with their job as 'very high score and their current positions a "High" score. Their satisfaction is influenced by their professional identity and personal self-worth, including other factors such as a favorable work environment and compensation. Professional Identity refers to how individuals perceive themselves within their professional roles. The idea here isn't just about the job title; it includes the values, beliefs, and principles that come with the job. People are more likely to be satisfied with their job if they feel like it fits with their

work identity (Zhang, Meng, Yang, & Liu, 2018). They showed very high satisfaction with how they used their skills and information. Personal Self-Worth (Peng & Mao, 2015) stated that job satisfaction is also connected to how a job induces a person to feel about the value they have. People may be satisfied with their jobs if they boost their self-esteem and make them feel valued and capable at their job. In this way, work affects people's minds and how they see themselves. It matched the high score on "Nature of Work" for "I like doing the things I do at work" and "I feel pride in doing my job". The work environment is a very important factor in how satisfied people are with their jobs. Employee morale, productivity, and satisfaction can all be improved by having a healthy, positive, and supportive working atmosphere (Raziq & Maulabakhsh, 2015). It fits with how satisfied they are since they scored "very high" and "high" on Working conditions: 'The company takes necessary measures to ensure employee safety' and 'I feel safe in my working environment'. Pay that is adequate and fair is a key factor in work satisfaction. Workers should believe that they are getting paid what they are worth and that their pay is in line with what the market pays (Mabaso & Dlamini, 2017). It showed that they were satisfied with being paid a fair amount for the work they did (very high satisfaction score).

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, posits that there are two sets of factors that influence job satisfaction: Motivators factors can lead to satisfaction when present, which can motivate employees to perform better and feel satisfied, and Hygiene Factors as extrinsic factors can cause dissatisfaction when absent or inadequate which don't necessarily motivate when present, but can demotivate when absent. Other research (Samira, Fransson, Altouby, Alwahaibi, & Brommels, 2020) supported that job dissatisfaction resulted from the absence of hygienic factors and some of the motivators.

The lowest scores on the item reward of "I do not feel that the work I do is appreciated" sheds light on a significant aspect of employee morale and engagement. A lack of appreciation at work can lead to decreased intrinsic motivation. According to the Self-Determination Theory, when employees feel undervalued, their intrinsic motivation, which is driven by internal rewards like personal growth and fulfillment, diminishes (Ryan & Deci, E. L., 2000). Continuous lack of appreciation can lead to stress, burnout, and even depression (Patel, Sekhri, Bhimanadham, Imran, & Hossain, 2019). The study found a negative correlation between reward and burnout, as well as self-rated health. This indicates that reward decreases burnout and enhances self-rated health (Tanimoto, Richter, & Lindfors, 2023). Not getting sufficient recognition at work also can make you feel like you're not doing a good job and lower your confidence. This comes from the idea of "sticky recognition," which says that recognizing someone's efforts in a meaningful way can help them deal with low self-worth and professional doubt. People need to believe they are important and feel like they are being heard, cared for, and respected (Davis, 2023).

Low scores in the survey results with participants as expatriates indicate that Indonesian professionals face unique problems at work when they work abroad, which could affect how they see chances for promotion, how fair the workplace is, and how well they fit in with their new employees. Employees perceive how fair their workplace is by comparing their input-output ratio to that of others. If they think there are imbalances, especially when it comes to promotion chances, they may not be satisfied with their job. Organizational fairness (fairness of distribution, fairness of method, and fairness of interaction) affects how well employees do their jobs and how satisfied they are with their jobs (Wahby, Ghany, & Rasheed, 2022). Job satisfaction depends on how fair people think the processes and results are. How much support employees feel, such as fair chances for career growth, is closely linked to how satisfied they are with their jobs. Not feeling supported can make people have negative attitudes. These survey results show how important it is to have clear and fair promotion rules, especially in places of work with a lot of expats and people from other cultures. People can lose motivation, feel stressed, and be less committed to their jobs after an unfair promotion (Saraç & Batman, 2022). Dissatisfaction with promotion policies can cause more employees to leave, especially high-performing ones (Maurer, 2019). This can make it tough for a company to manage and keep global talent, and it can also lead to clashes and less teamwork.

Promotions are important for employees' satisfaction with their jobs, receiving recognition, moving up in their careers, and being paid more (I. Fodio & Saidu, 2021). It expresses appreciation for an employee's work and skills and often comes with financial incentives. However, not getting promoted can have negative impacts, such as less motivation, dissatisfaction with the job, increasing turnover, and less enthusiasm. A transparent and structured system for promotions is important for making sure workers are happy with their jobs and promoting productivity. It also supports the health of the company (Otto, Dekker, Dekker, Richter, & Zabel, 2021). Not being able to shift positions in the job may impact the family's finances, especially if you're an expat looking for better opportunities. Work-related stress and dissatisfaction may contribute to relationships worse, make it tough to reach goals, and slow down social mobility (Hall, 2018). If a migrant is dissatisfied at work, it can affect their family relationships, particularly as they adjust to living in a new country.

The other low survey score is for the factor of operating condition, which shows that they are moderately satisfied. When personnel say, "Many of our rules and procedures make doing a good job difficult," it means that they don't like working in a situation where formalities and strict rules get in the way of doing their jobs quickly and well. A study by Leavitt (2003) says that having too many rules and processes can create an environment of paperwork, which can make people frustrated and less satisfied with their jobs.

This is because this kind of work atmosphere can make people less creative, take longer to make decisions and feel less independent.

The "pay" survey scores indicate that employees are satisfied with what they are getting fair pay but less satisfied with the chances for salary increases in future, indicating employees are happy with their current financial situation but may have future concerns about future pay, which may impact their employment longevity and career choices. According to research (Liu, et al., 2022) that assessed nurses' job satisfaction in China found that pay and benefits were the most important factors in nurses' job satisfaction. For many expatriates, financial incentives are a key motivator for working abroad due to higher salary packages compared to their home country. However, increasing the cost of living and sometimes unexpected expenses in the host country can compromise the ability to save, leading to dissatisfaction. Additionally, expatriates often compare their earnings and savings potential with what they could achieve in their home country, which can influence their satisfaction levels, especially if they feel the financial benefits do not adequately compensate for the challenges of living abroad.

It's interesting that people are more satisfied with "job security" than with "my chances for salary increases." A big part of job satisfaction is feeling safe in the place you work. Hur (2019) states that job security is a big part of making employees satisfied. This study shows that job security is not just one aspect of a problem for employees; it's a major factor that affects how satisfied and committed they are to their jobs. In contrast, concern about being laid off can have a significant impact on individuals' mental and emotional health, which can make them more dissatisfied with their jobs and less motivated overall. Results of the survey show that employees are highly satisfied with their job security, which means they don't worry as much about being fired. On the other hand, the organization (company) asserts that these negative effects can be diminished by management being open and truthful about why they are laying off employees. If employees think that the process is truthful and transparent, they are less likely to react negatively and more likely to get involved in restoring the company (Nair, 2008).

4.3 Life Satisfaction

Life satisfaction refers to a person's feelings about life in general. Two questionnaires related to "their overall satisfaction with life" and "satisfaction with life as a whole" responded with an average score that placed it in the "very high" category, which indicates that Indonesian professionals in Qatar are generally satisfied with their lives. People are 'high' and 'very high' satisfied with all selected factors to measure life satisfaction except their future finances, even though they are highly satisfied with their present financial situation with income, savings, and debt. Easterlin (2011) uses rising material aspirations to explain the phenomenon. As people's incomes rise, they raise their material aspirations, which hurts their chances of becoming happier. People get used to higher incomes by raising their material goals at the same rate. According to Sirgy (2012), in the long term period, how someone thinks about their standard of living may affect how much money they make and how happy they are. When the standard of living is low, to begin with, people are likely to be happy with increases in income. On the other hand, when the standard of living is high, increases in income may mostly go toward keeping up with costs instead of saving a lot of money. Over time, if the cost of living rises at a rate similar to or greater than income growth, it can lead to a situation where income increases are absorbed by higher expenditures, with little impact on long-term savings or financial security. It matches their moderate satisfaction with the change in salary increase discussed in job satisfaction.

4.4 Intention to Leave

The findings from the survey show that the respondents have a generally neutral to moderate willingness to think about leaving their current jobs. Nevertheless, they indicate a lower level of proactivity when it comes to seeking out new opportunities. The level of intention to quit is quite low, -which seems to indicate respondents do not significantly think about the decision to quit their jobs. Abet, Anuar, Arshad, and Ismail (2023). found that an employee's sense of control has the most significant effect on their plans to behave. That employees feel like they have some control over problems, along with their own competence and self-confidence, is what keeps them with the company and lowers the chance that they will leave.

Table 4. Questioner Survey Result for Life Satisfaction and Intention to Leave

	Questioner's question	Mean	Standard Deviation	Category
Life Satisfaction	How would you rate your overall satisfaction with life as a whole	5.815	0.772	Very High
	How satisfied are you with your life as a whole	6.021	0.749	Very High
Housing	How do you feel about your housing situation in general	5.729	1.026	High
	How satisfied are you with the size of your home to meet yaour needs and those of your family	6.010	0.995	Very High
Health	How do you feel about your health in general? Including overall mental/emotional well-being	5.818	0.992	Very High
	How satisfied are you with the quality of healthcare services you receive	5.616	0.909	High
Financial	How do you feel about your financial (income, savings, debt and overall financial stability) situation in general	5.729	0.902	High
	How confident are you about your financial future	4.836	1.272	High
Environment	How do you feel about your environment in general	5.733	0.809	High
	How satisfied are you with the climate/weather in your living area? Including natural & social environment, safe place	5.723	0.853	High
Family	How do you feel about your family situation (wife and childs) in general	6.140	0.792	Very High
	How stable do you consider your family situation to be (financially, emotionally, etc.)	5.627	1.070	High
Lesiure	How do you feel about your leisure life in general (associated with relaxation, enjoyment, and personal fulfillment)	5.729	0.961	High
	How satisfied are you with the amount of free time you have for leisure activities such as hobbies, sports, social events, travel, relaxation, or cultural activities	5.774	0.774	High
Friend & Associates	How satisfied are you with the social activities you participate in with your friends and associates	5.647	0.984	High
	How do you feel about your friends and associates in general	5.664	0.882	High
Community	How do you feel about your community in general	5.719	0.923	High
	How satisfied are you with the quality of social interactions within your community	5.658	0.871	High
Social Status	How satisfied are you with your wealth and job in relation to your perceived social status	5.616	0.905	High
	How do you feel about your social status in general	5.637	0.985	High
Family Education	How satisfied are you with the quality of education your child/children are currently receiving	5.938	1.035	Very High
	How do you feel about your family education in general	6.058	0.794	Very High
Spiritual Life	How satisfied are you with the sense of meaning or purpose you derive from your spiritual life	6.021	0.844	Very High
	How do you feel about your spiritual life in general	5.747	0.916	High
Culture Life	How do you feel about your cultural life in general	5.507	0.934	High
	How satisfied are you with the respect for cultural diversity in your community	5.733	0.964	High
Intention to Leave	I often seriously consider leaving my current job	3.599	1.694	Medium
	I have started to look for other jobs	3.394	1.647	Low
	I intend to quit my current job	2.825	1.674	Low

4.5 Structural Equation Model Analysis

The research's goal is to explore the factors of job and family (life) satisfaction that influence the intention to leave as a current concern and to examine family (life) satisfaction as a moderation role between job satisfaction and intention to leave in the case

of an Indonesian professional working in Qatar. With the observed data from the survey, it will examine the directionality and significance of these factors influencing the intention to leave. The directional correlation will identify the factor loading as either positive or negative, while the significant correlation is based on the critical ratio values (mean divided by estimated standard error), which will be significant at the critical ratio value outside the range of -1.96 sd 1.96.

Table 5. Structural Correlation and Equation of Final Model

Structural Correlation	R ²	Structural Equation
Job Satisfaction <--- Motivator + Hygiene Factor	0.965	Job Satisfaction = 1.381 Motivator - 0.389 Hygiene Factors
Motivator ---> Reward + Promotion + Nature of Work + personal Growth		Motivator = 0.643 Personal Growth + 0.703 Reward + 0.671 Promotion + 0.773 Nature of Work
Hygiene Factor --> Pay + Working Condition + Supervisor + Coworkers + Workloads		Hygiene Factor = 0.648 Pay + 0.649 Working Condition + 0.619 Coworkers + 0.519 Workloads + 0.570 Supervisor
Life Satisfaction <--- Existence + Relatedness + Growth	0.015	Life Satisfaction = 0.811 Existence - 1.081 Relatedness + 0.214 Growth
Existence --> Housing + Health + Financial + Environment		Existence = 0.752 Health + 0.690 Environment + 0.596 Housing + 0.599 Financial
Relatedness --> Family + Leisure + Friend & Associations + Community + Social Status		Relatedness = 0.690 Friend & Associations + 0.673 Family + 0.703 Leisure + 0.742 Community + 0.743 Social Status
Growth --> Family Education + Spiritual		Growth = 0.880 Spiritual + 0.885 Family Education
Intention to Leave <--- Job Satisfaction + Life Satisfaction	0.227	Intention to Leave = - 0.033 Life Satisfaction - 0.477 Job Satisfaction

Model Fit Statistics ($\chi^2 = 459.617$, $df = 271$, $CMIN/DF = 1.696$, $GFI = 0.809$, $CFI = 0.912$, $IFI = 0.914$, $TLI = 0.895$, $RMR = 0.043$, $RMSEA = 0.069$, $AGFI = 0.752$ and $NFI = 0.814$)

4.6 Job Satisfaction

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, posits that there are two sets of factors that influence job satisfaction: motivators, which factors can lead to satisfaction when present, which can motivate employees to perform better and feel satisfied, and hygiene factors, which are extrinsic factors that can cause dissatisfaction when absent or inadequate, which don't necessarily motivate when present but can demotivate when absent. Other research (Samira, Fransson, Altouby, Alwahaibi, & Brommels, 2020) supported that job dissatisfaction resulted from the absence of hygienic factors and some of the motivators. This study model result shows that the motivator and hygiene factors, as described in this study, are highly influential in predicting job satisfaction, as indicated by the squared multiple correlation (SMC or R²) of 96.5%, which is exceptionally high, showing that the model accounts for a significant amount of the variability in job satisfaction. Additional variables of 3.5% that could potentially impact job satisfaction include operating conditions and job security, both of which may also have substantial roles in determining job satisfaction.

H1: Motivators have a positive effect on job satisfaction (True and Significant)

The significant impact of motivator factors, with a coefficient of 1.381, is consistent with Herzberg's two-factor theory. This suggests that motivator factors, which are intrinsic in nature, perform a vital role in an employee's psychological growth, thus leading to increased job satisfaction. The factors examined in this study, particularly personal growth, reward, promotion, and nature of work, have an inherent connection to the job and demonstrate a significant impact on an employee's feelings of satisfaction. The high coefficient signifies strong relationships between intrinsic aspects of the job and overall job satisfaction. It aligns with the study on the job satisfaction and performance of Malaysian academicians that the influence of internal motivating factors (such as rewards, promotion, and performance appraisal) was identified as a significant predictor of job satisfaction (Sinniah, Al Mamun, Salleh, Makhbul, & Hayat, 2022).

H2: Hygiene factors negatively influence job satisfaction (True and Significant)

The interesting part is the significant negative influence of hygiene factors, which is represented by a coefficient of -0.389. It aligns with Herzberg's Two-Factor Theory that hygiene factors such as operating conditions, supervision, salary, coworkers, and working conditions are considered extrinsic to the work itself and do not lead to higher job satisfaction, but their absence can cause dissatisfaction. These hygiene factors are favorable; they can only prevent dissatisfaction but cannot create satisfaction. Their presence does not motivate in the true sense, but their absence can demotivate. According to recent research among medical laboratory professionals in Oman (Samira, Fransson, Altouby, Alwahaibi, & Brommels, 2020), working conditions, workload, and operating conditions were identified as job dissatisfaction factors, which are part of hygiene factors. The absence of hygiene factors resulted in job dissatisfaction; on the other side, hygiene factors can negatively influence job satisfaction. If a person's working conditions are poor or the salary is not competitive, even though the job is interesting and offers growth opportunities (motivators), the negative impact of these hygiene factors can overshadow the positive aspects, leading to overall job dissatisfaction.

4.7 Life Satisfaction

This study aims to identify the factors of life satisfaction for Indonesian professionals working in Qatar according to Clayton Alderfer's ERG Theory, compressing Abraham Maslow's Hierarchy of Needs into three main categories: existence needs, which ensure a safe place to live corresponding to Maslow's physiological and safety needs; relatedness needs, which create important relationships and support aligned with Maslow's social and esteem needs; and growth needs, which focus on individual growth and self-actualization similar to Maslow's esteem and self-actualization needs. The SEM model result showed an SMC (R^2) of 0.015, which indicates that the selected ERG factors, as represented in the model, only explain a limited amount of variance in life satisfaction (needs of existence, relatedness, and growth). The study does not take into account other influential factors that have a substantial impact on determining life satisfaction. There are many needs influencing life satisfaction. According to Sirgy (2012), life satisfaction is a subjective indicator of the quality of life, which usually refers to the degree to which a person's life is desirable versus undesirable based on the subjective aspects of life based on the idea of needs, such as (1) the need to have, love, and be; (2) the need to be, belong, and become; (3) physical, social, and self-actualization needs; (4) the need for self-determination; (5) the need to have a pleasant, engaged, and meaningful life; (6) the human need to flourish; and (7) the need for a purposeful life.

H3: Existence has a positive effect on life satisfaction (True and Significant)

The model shows a positive correlation between the fulfillment of existence needs (basic material and physiological demands) and the level of life satisfaction among Indonesian professionals working in Qatar, with a loading factor of 0.811. This is consistent with Maslow's hierarchy of needs, including physiological and safety needs (which include health, a safe environment, housing, and financial security). Meeting these needs is essential for attaining overall life satisfaction, particularly for individuals employed abroad. The factors of health and environment have a strong correlation to life satisfaction through the existence of a need construct. It aligns with research that a person's quality of life goes up when they are satisfied with their living environment and their health care services (Yun, Lee, & Lee, 2022). The other finding is that the factors of finances and housing are moderate or weaker than health and environment. A study by Sueun Jung and Jihyun Lee (2023), mentioned that when it comes to housing, people's needs are closely linked to where their home is located because people want to live in places that meet certain criteria, such as those related to safety, facilities, and how easy it is to get around. It shows that the environment is stronger than housing in influencing life satisfaction.

H4: Relatedness has a positive effect on life satisfaction (Not True and significant)

The survey result and SEM model show that all of the factors that indicate the need to measure relatedness are rated as high and have a "strong" correlation. The model also finds an unexpected negative relationship (factor loading of -1.081) between the degree of relatedness and the level of life satisfaction among Indonesian professionals working in Qatar. This indicates that higher levels of satisfaction in social needs and interpersonal interactions can lead to a lower level of overall life satisfaction, potentially as a result of cultural, social, or other aspects specific to living abroad. Relatedness, in the concept based on self-determination theory (Ryan & Deci, 2000; 2017; Martela & Riekk, 2018), is a crucial aspect of an individual's well-being, motivation, and vitality. It involves good relationships, support, and the ability to connect with others. Being able to choose what to do (autonomy), being good at daily tasks (competence), and having deep, meaningful relationships with other people (relatedness) are important for people's general and everyday motivation, wellness, well-being, and vitality (Reis, Sheldon, Gable, Roscoe, & Ryan, 2000; Ryan, Bernstein, & Brown, 2010; Martela & Ryan, 2016b). It aligns with a study in Abu Dhabi (Badri, et al., 2021), which found that the factors that affected well-being the most were social support networks, family and community connections, and interactions. So, there are several factors contributing to relatedness needs that are not captured in this research.

H5: Growth has positive effects on life satisfaction (True and Not Significant)

The survey found that family education and spiritual life factors are categorized as having a very strong correlation, while cultural life is removed from the model due to an unidentified correlation with the growth need construct. The model result also shows no significant correlation between growth needs and life satisfaction for the population. Considering the survey result in a very high category for overall life satisfaction, that means the insignificant correlation of the growth indicators, representing their family development and spiritual (self-fulfillment or self-actualization), has a positive impact on overall life satisfaction, although their influence is not as significant as that of existence needs, as indicated by both factor loadings. It can also be indicated that in terms of spiritual factors, both positive and stress psychology state that having meaning in your life is a straight way to be satisfied and a resource that helps you stay satisfied. It's linked to more satisfaction in life, boosts the positive effects of family and work role value, and eliminates the effect of high family stress and role importance on lower satisfaction in life (Wolfram, 2023)

4.8 Intention to Leave

H6: Job satisfaction has negatively influenced intention to leave (True and Significant)

The study finds a significant negative correlation between job satisfaction and the intention to leave. It indicates that higher job satisfaction leads to a decrease in intention to leave by 0.477, indicating that job satisfaction is a crucial factor in retaining employees. This highlights the importance of job satisfaction in employee retention, which aligns with a recent study in Saudi

Arabia (Bazroun, et al., 2023) that found an evident negative correlation between job satisfaction and the intention to leave. The job satisfaction of nurses who were not from Saudi Arabia and who made less payment was much better than that of nurses who were from Saudi Arabia and who made more money. Job satisfaction has a vital role in determining whether an employee decides to stay with or leave a company. It frequently acts as a stronger predictor of employees' intentions to leave their jobs, as it is influenced by their opinions regarding their role, compensation, working conditions, and future career opportunities. A negative correlation was found between life satisfaction and intention to leave, with a coefficient of -0.033, which means that higher life satisfaction could lead to a lower intention to leave. The smaller negative coefficient for life satisfaction means that there is a relationship between life satisfaction and the intention to leave, but it is not as strong or direct as job satisfaction. This may be due to the fact that life satisfaction is a comprehensive factor; while it includes work, it also includes a lot of other factors in life, like health, family, etc., which may dilute all factors when making decisions at work. Sirgy (2012) mentioned that subjective well-being can be enhanced by letting the positive aspects of different areas of life influence and contribute to one's overall sense of happiness and satisfaction. The positive impact grows in different areas of life as a result of fulfilling expectations related to human needs. In this study, however, it doesn't look like life satisfaction has a lot of influence on decisions at work. The model's SMC value of 0.227 indicates that job and life satisfaction accounted for approximately 22.7% of the variance in intention to leave. This structural model of causal connections shows that even though job and life satisfaction play a significant role, there are other unexplored variables that also have a significant influence on an individual's intention to leave.

4.9 Moderation Role of Life Satisfaction

Life satisfaction negatively modifies the relationship between job satisfaction and intention to leave in this study. Increased life satisfaction reduces the negative impact of job satisfaction on leaving. Even with low job satisfaction, people with higher life satisfaction may not want to leave. Hobfoll (1996) developed the Conservation of Resources (COR) theory. It says people want, keep, and protect their valuable resources, like personalities and energies. In this view, life satisfaction provides psychological resources like self-esteem and life control. Life satisfaction fills psychological resources to counteract job dissatisfaction, making it easier to handle stressors. A fulfilling personal life, enriching social relationships, and satisfying hobbies can buffer negative workplace experiences and boost life satisfaction. Psychological resources can moderate the relationship between job satisfaction and intention to leave by reducing the perceived severity of work-related issues and reducing turnover. Researchers say job-related factors affect life satisfaction. In Chile, Unanue W et al. (2017) found that job satisfaction improves life satisfaction and vice versa. The study also examined how job and life satisfaction satisfy basic psychological needs, which helped researchers understand psychological processes. According to Diane (2023), job satisfaction and work well-being significantly increase explanatory power to predict the intention to leave. When considering leaving the company, employees' thoughts about their jobs matter more than their daily work. It may cause emotional responses that change work behaviors and attitudes, such as quitting. Life satisfaction may affect job satisfaction or dissatisfaction, which in turn influences their intentions.

The interaction effect in this model suggests that increasing job satisfaction might not make people with high life satisfaction desire to leave as much as it would make people with low life satisfaction desire to leave. In other words, trying to make people satisfied with their lives might help them stay at their jobs even if they aren't satisfied with them.

5. Conclusion

Indonesians in Qatar were happy with their jobs and lives. However, they are seriously considering leaving, looking for other jobs, and desiring to leave as the lowest score. Professional identity (personal growth) and self-worth (nature of work), working conditions, and compensation influence very high job satisfaction, while promotion, operating conditions, and reward influence moderate job satisfaction. People are satisfied with fair pay but less satisfied with future salary increases. They are more satisfied with "job security" than "my chances for salary increases." Spirituality, family education, family, housing, and health influence the extent of their life satisfaction. Despite being satisfied with their current finances, they are not satisfied with their future finances.

Herzberg's Two-Factor Theory (Motivation-Hygiene Theory) states that job satisfaction is affected by motivators (reward, promotion, work nature, and personal growth) and hygiene factors (pay, working conditions, supervisors, coworkers, and workloads). The model's 96.5% squared multiple correlation shows it addresses job satisfaction factors, excluding operating conditions and job security. The model shows that motivators strongly positively correlate with job satisfaction (more satisfied if presence), while hygiene factors moderately negatively correlate (dissatisfaction if absence).

This study examines life satisfaction using Clayton Alderfer's ERG Theory. It classifies needs as existence, relatedness, and growth. The SEM model shows these factors explain only 1.5% of life satisfaction variation. Needs for love, belonging, self-actualization, self-determination, a meaningful life, flourishing, and a purposeful life also affect satisfaction, but they are not considered in this study. Life satisfaction is strongly correlated with existing needs like health, environment, housing, and financial security. Growth needs indicated by spiritual life and family education improve life satisfaction but are not significant. The model also finds an unexpected negative relationship between relatedness and life satisfaction, indicating that higher satisfaction with social needs,

such as family, friends, community, leisure, and social status, can lower life satisfaction. Since relatedness is a crucial aspect of an individual's well-being, motivation, and vitality, involving good relationships, support, and the ability to connect with others, understanding social-interpersonal connections and life satisfaction for Indonesian professionals needs more research.

Job and life satisfaction accounted for approximately 22.7% of the variance in intention to leave, highlighting that other unexplored variables also affect it. Job satisfaction has a significant negative correlation to the intention to leave, while life satisfaction has a smaller and less significant relationship than job satisfaction. Higher job satisfaction reduces the intention to leave, which is crucial to employee retention.

The model shows that life satisfaction significantly moderates the relationship between job satisfaction and intention to leave, reducing its negative effect. The intention to leave the job may not decrease as much for people with high life satisfaction. So, making people happy with their lives may help them stay at their jobs even if they're unhappy. This study suggests that they have to address and improve their future finances based on their findings on life satisfaction factors.

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