

EMPLOYEES' INFLUENCING FACTORS ON TURNOVER INTENTION: SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

Turnover intention or the intention to leave a job is an important issue in human resource management because it has the potential to cause losses to the organization. This study aims to identify and analyze the factors that influence turnover intention based on the results of a review of eleven research articles published between 2015 and 2022. The literature selection process was carried out systematically using the PRISMA approach, taking into account certain inclusion and exclusion criteria. The review results show that turnover intention is influenced by three main groups of factors, namely: (1) psychological and individual factors such as work stress, burnout, and work-life conflict; (2) organizational factors such as job satisfaction, organizational commitment, compensation, and leadership style; and (3) social factors such as social support and rude behavior in the workplace. This study concludes that turnover intention is a multidimensional phenomenon that requires a holistic managerial approach in employee retention efforts. Practical implications and further research directions are also discussed to support more effective human resource management.

Keywords: *turnover intention; job satisfaction; job stress; organizational commitment; employee retention.*

ABSTRAK

Turnover intention atau niat untuk keluar dari pekerjaan merupakan isu penting dalam manajemen sumber daya manusia karena berpotensi menimbulkan kerugian bagi organisasi. Kajian ini bertujuan untuk mengidentifikasi dan menganalisis faktor-faktor yang memengaruhi turnover intention berdasarkan hasil review terhadap sebelas artikel penelitian yang diterbitkan antara tahun 2015 hingga 2022. Proses seleksi literatur dilakukan secara sistematis menggunakan pendekatan PRISMA, dengan mempertimbangkan kriteria inklusi dan eksklusi tertentu. Hasil review menunjukkan bahwa turnover intention dipengaruhi oleh tiga kelompok faktor utama, yaitu: (1) faktor psikologis dan individu seperti stres kerja, burnout, dan work-life conflict; (2) faktor organisasi seperti kepuasan kerja, komitmen organisasi, kompensasi, dan gaya kepemimpinan; serta (3) faktor sosial seperti dukungan sosial dan perilaku tidak sopan di tempat kerja. Kajian ini menyimpulkan bahwa turnover intention merupakan fenomena multidimensional yang memerlukan pendekatan manajerial holistik dalam upaya retensi karyawan. Implikasi praktis dan arah penelitian lanjutan juga dibahas untuk mendukung pengelolaan sumber daya manusia yang lebih efektif.

Kata Kunci: *turnover intention, kepuasan kerja, stres kerja, komitmen organisasi, retensi karyawan*

INTRODUCTION

Turnover intention or intention to leave a job is one of the crucial issues in human resource management in various organizational sectors. This term refers to the tendency or intention of employees to leave the organization voluntarily in the near future (Mobley, 1977). Turnover intention is considered an important predictor of actual turnover behavior, because intention is often the first step to actual exit from the organization (Cohen et al., 2016). When the level of turnover intention is high, organizations are faced with the risk of losing experienced human resources, high recruitment and retraining costs, and decreased productivity (Kim, 2015). Therefore, it is important to identify and understand the various factors that drive the emergence of this intention.

Previous studies have shown that turnover intention is influenced by a number of multidimensional factors, including psychological, organizational, social, and even personal aspects. Psychological factors such as work stress, burnout, and work-life conflict are often associated with the intention to resign (Jaharuddin & Zainol, 2019; Rajendran et al., 2020). On the other hand, organizational aspects such as job satisfaction, organizational commitment, leadership style, and promotion opportunities also play an important role in influencing employees' decisions to stay or leave the organization (Firdaus, 2017; Supriadi et al., 2021). In fact, interpersonal aspects such as workplace incivility also trigger increased turnover intention (Namin et al., 2021). The complexity of these factors requires a comprehensive study to formulate a more effective employee retention strategy.

Job satisfaction is one of the most widely studied organizational factors in relation to turnover intention. When employees feel dissatisfied with their jobs either due to an unsupportive work environment, poor supervision, or inadequate compensation the desire to look for a new job will increase (Alam & Asim, 2019). In addition, organizational commitment also plays an important role, because employees with high loyalty tend to have a lower desire to leave (Firdaus, 2017). However, job satisfaction and organizational commitment do not always stand alone, because they are often influenced by other factors such as leadership style and company culture (Prawitasari, 2016). This shows the importance of an integrated understanding of individual and organizational factors.

Psychological factors such as work stress and burnout are also often the main triggers for turnover intention, especially in high-pressure professions such as nursing and

teaching. Research by Muharni & Wardhani (2020) shows that job dissatisfaction and high stress are the causes of increased turnover intention in nurses in hospitals. Likewise, in a study by Rajendran et al (2020), it was found that excessive workload and conflict between work and family demands cause emotional exhaustion, which ultimately drives the desire to leave the job. Burnout acts as a mediator between workload and turnover intention, indicating a complex indirect relationship. These findings support the use of models such as Job Demands-Resources (JD-R) in understanding turnover intention.

In addition, social factors such as support from coworkers and superiors, as well as interpersonal relationships in the work environment, also influence employees' decisions to stay or not. Kim (2015) noted that social support from the work environment is negatively related to turnover intention, meaning that when employees feel socially supported, the desire to leave tends to decrease. However, when employees experience unpleasant or rude treatment at work—either from superiors or colleagues—the likelihood of leaving the job increases significantly Namin et al (2021). Incivility has been shown to be a strong predictor of turnover intention in various sectors, especially in the higher education sector. This suggests that the social climate in an organization should not be ignored in retention strategies.

Work-life balance is also an important issue that contributes to turnover intention. Imbalance in this aspect can cause chronic stress which ultimately leads to intention to resign (Jaharuddin & Zainol, 2019). The study showed that role conflict between work and personal life directly increases turnover intention, and that work engagement is not able to fully mediate the relationship. Employees from the millennial generation, who dominate the current workforce, also show high sensitivity to the issue of work-life balance (Jaharuddin & Zainol, 2019). Therefore, organizations need to provide policies that support work flexibility to reduce unnecessary stress.

On the methodological side, it is also important to note that turnover intention and actual turnover are two different concepts. Cohen et al (2016) underline that turnover intention is not always an accurate predictor of actual turnover behavior, as both are influenced by different variables. This implies that organizations should not only measure the level of turnover intention, but also understand the specific context surrounding the intention. Some employees may have turnover intentions but do not actually do so due to limited job opportunities, economic conditions, or personal commitments. Therefore, a more holistic and data-driven approach to organizations is needed to understand and manage this issue effectively.

Based on the description above, it is clear that turnover intention is the result of a complex interaction between various internal and external factors. This literature review aims to identify and analyze the most significant factors influencing turnover intention based on findings from various empirical studies. The focus will be given to three main groups of factors, namely: (1) psychological and individual factors, (2) organizational and managerial factors, and (3) social and work environment factors. With a deeper understanding of the determinants of turnover intention, it is hoped that organizations can formulate more strategic and evidence-based employee retention policies.

METHOD

This literature review is structured with a systematic approach to identify, select, and synthesize previous research results that are relevant to the topic of turnover intention. This process is carried out following the principles of Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA), so that the literature search process is transparent, structured, and replicable.

Article search and selection were conducted based on certain criteria to ensure the relevance and quality of the research analyzed. Inclusion and exclusion criteria are summarized in the following table:

Table I. Inclusion and Exclusion Criteria

Category	Inclusion Criteria	Exclusion Criteria
Publication Year	2015–2025	Before 2015
Publication Type	Scientific journal articles (peer-reviewed), including meta-analyses	Non-scientific articles, opinions, organizational reports, blogs
Topic	Focus on turnover intention as the main variable	<i>Turnover intention is only mentioned briefly or is not a major variable.</i>
Text Availability	Available in full text or at least a complete abstract	No abstract or full-text access available
Research Subjects	Subjects: employees, teachers, nurses, public servants, etc.	Subjects outside the work context (e.g. students or non-working populations)

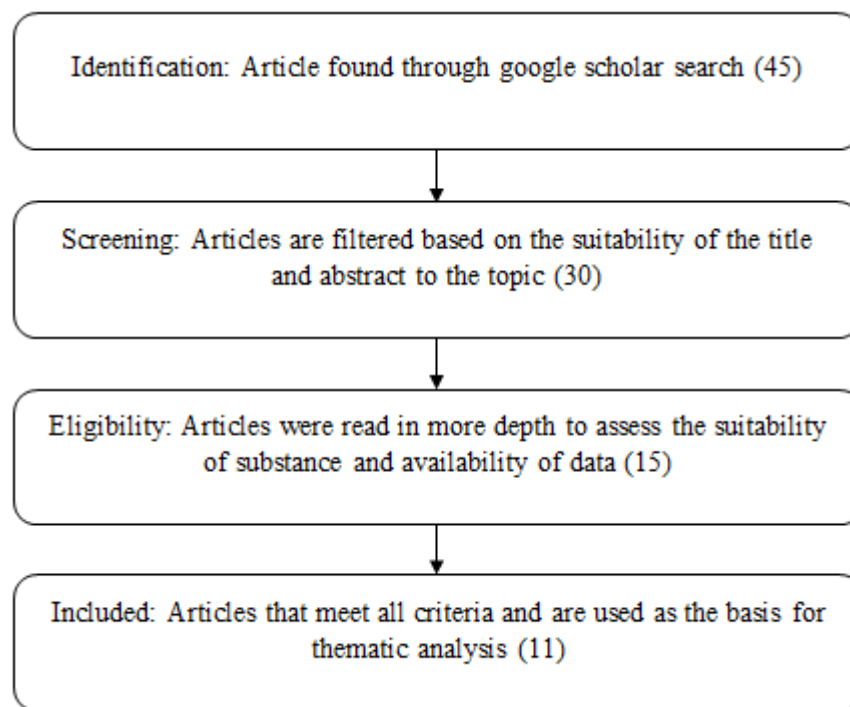


Figure 1. Prism Diagram

RESULTS AND DISCUSSION

Psychological and Individual Factors

Psychological factors and individual characteristics are important elements in explaining turnover intention. Several studies have found that work stress, burnout, and intrinsic motivation are strong predictors of an individual's desire to leave an organization. Kim (2015) found that intrinsic motivation has a negative relationship with turnover intention, meaning that the higher a person's internal motivation, the lower their desire to leave their job. However, interestingly, one element of public service motivation, namely self-sacrifice, actually shows a positive relationship with turnover intention. This may be due to the mismatch between employees' altruistic expectations of the organization and the reality they face in the field.

Other studies support the importance of emotional and personal factors as triggers of turnover intention. Rajendran et al (2020) highlighted how emotional exhaustion caused by job demands and work-family conflict significantly increased the intention to resign. In the study, burnout acted as a mediator between workload and turnover intention, supporting the Job Demands-Resources (JD-R) theoretical framework in explaining this dynamic. Research by Muharni & Wardhani (2020) also showed that work

stress and personal dissatisfaction, including internal problems faced by employees, are strong triggers of turnover intention, especially in high-pressure professions such as nursing. Therefore, it is important for organizations to not only focus on the technical aspects of work, but also provide adequate psychological support for employees.

Organizational and Job Factors

Job satisfaction is one of the organizational factors that is most consistently negatively related to turnover intention. When employees are satisfied with aspects of their jobs such as compensation, supervision, role clarity, and career development opportunities, their desire to leave their jobs tends to decrease. In a study by Asim and Alam (2019), the five dimensions of job satisfaction significantly reduced turnover intention levels among nurses in Karachi. Firdaus (2017) also emphasized that in addition to job satisfaction, organizational commitment has a stronger influence in suppressing turnover intention. This shows that employees' emotional and affective relationships with their organizations have a strategic role in efforts to retain the workforce.

Other factors within the organizational realm such as leadership style, loyalty, and promotion opportunities also contribute to shaping employee intentions to stay or leave. Supriadi et al. (2021) found that a combination of work stress, authoritarian leadership style, low compensation, and lack of clear career paths all play a role in increasing turnover intention. Likewise, Prawitasari (2016) added that organizational culture and the level of individual loyalty to the company are also important determinants. These findings indicate that organizations need to adopt an inclusive managerial approach that pays attention to employee welfare and recognition of employee contributions. Without a fair compensation system, supportive leadership, and clear career paths, organizations risk losing potential human resources.

Social Factors and Work Environment

The quality of social relationships in the workplace, both between fellow employees and between superiors and subordinates, has also been shown to influence turnover intention. Research by Kim (2015) shows that adequate social support from the work environment is negatively correlated with turnover intention. This means that when employees feel supported by their coworkers or superiors, the desire to leave their jobs decreases significantly. This is due to the sense of emotional attachment, social comfort, and a sense of appreciation that arises in a supportive work environment. Therefore, organizations need to create a collaborative and open work culture in communication.

On the other hand, an unhealthy work environment, including workplace incivility, can accelerate the intensity of employees to resign. Namin et al. (2021), through a meta-analysis, found that workplace incivility, both from supervisors and coworkers, has a positive relationship with turnover intentions. In fact, the negative effects of incivility were found to be stronger in the academic sector and the United States region than in other sectors. This suggests that negative social interactions in the workplace, even if subtle or indirect, can still have serious psychological impacts on employees. Organizations need to take preventive steps by establishing anti-toxic behavior policies and strengthening professional ethics in the workplace.

Social Factors and Work Environment

In the modern era, the issue of work-life balance is becoming increasingly relevant, especially for millennials and generation Z who pay great attention to quality of life. The imbalance between work and personal life often triggers chronic stress, which then has an impact on the intention to leave work. Research by Jaharuddin and Zainol (2019) shows that role conflict between work and personal life is directly correlated with turnover intention. In fact, although job engagement has an influence on turnover intention, this variable is not able to fully mediate the relationship between work-life balance and turnover intention.

Younger employees tend to have higher expectations for work flexibility and support for their personal lives. When organizations fail to meet these expectations, employees may feel unappreciated and seek other opportunities that are more balanced. In this regard, flexible work policies such as work-from-home, flexible working hours, and humane leave are crucial in preventing turnover intention. This finding provides an important message to management that employee retention today is not enough with just material rewards, but must be accompanied by policies that support the holistic well-being of individuals.

Difference between Turnover Intention and Actual Turnover

Although turnover intention is often used as an early indicator of turnover behavior, it is important to note that turnover intention and actual turnover are two different concepts. Cohen et al. (2015) emphasize that turnover intention is more psychological and subjective, while actual turnover is influenced by external conditions such as other job opportunities, economic needs, and other situational factors. Thus, even

though an employee has the intention to resign, it does not necessarily mean that he or she will actually do so in the near future.

The implication of these findings is that organizations cannot rely solely on turnover intention data as the sole basis for developing retention strategies. Additional contextual evaluations, such as exit interview surveys, organizational climate analysis, and employee behavior trends, need to be conducted to obtain a more comprehensive picture. In addition, an understanding of the unique factors in each department or work unit is also needed because the determinants of turnover intention can differ between parts of the organization.

Synthesis and Implications

Overall, the results of this literature review indicate that turnover intention is a complex phenomenon influenced by the interaction between psychological, organizational, and social factors. Theoretical models such as Job Demands-Resources (JD-R) and organizational commitment theory have proven relevant to explain the relationship between these variables. In a practical context, organizations must develop retention strategies that include a multidimensional approach, ranging from increasing job satisfaction, improving leadership styles, to strengthening work-life balance.

These findings make significant contributions to the literature on human resource management and managerial practice. Organizations should not only address the symptoms but also explore the root causes of increased turnover intention. By understanding the contributing factors in depth, organizational leaders can design interventions that are targeted, sustainable, and oriented towards long-term employee well-being. In the future, further research is needed on the role of mediating and moderating factors, as well as exploration in more diverse work sectors.

CONCLUSION

Based on the results of a review of eleven research articles published between 2015 and 2022, it can be concluded that turnover intention is a complex phenomenon influenced by various interrelated factors, both psychological, organizational, and social. There is no single factor that can absolutely explain an employee's intention to leave an organization. Instead, the decision is the result of the interaction between individual perceptions, working conditions, and the dynamics of the social environment within the organization.

Psychological factors such as job stress, burnout, intrinsic motivation, and work-life conflict have been shown to play a significant role in increasing or decreasing turnover intention. Employees who experience emotional exhaustion or work-life imbalance tend to have a higher tendency to look for other jobs. On the other hand, organizational factors such as job satisfaction, organizational commitment, leadership style, compensation, and career development opportunities also significantly affect employees' intention to stay in the organization. A socially unsupportive work environment, including rude behavior or poor interpersonal relationships, also worsens turnover intention.

The findings in this literature review also highlight the importance of distinguishing between turnover intention and actual turnover. Although turnover intention can be an early indicator, it does not always lead to actual resignation behavior, because it is influenced by external factors such as labor market conditions and limited opportunities. Therefore, turnover intention measurement must be combined with a broader contextual analysis to understand the dynamics of employee retention as a whole.

Overall, this literature review provides an overview that effective employee retention strategies must consider the multidimensional aspects of the work experience, from psychological support, fair and transparent organizational structures, to healthy social relationships. Organizations that are able to understand and respond to these factors with a holistic and data-driven approach will be better able to sustainably retain their human resources.

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