

## Unveiling of Key Factors Influencing Turnover Intention: A Review of Literature

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### Abstract

Turnover intention is a globally acknowledged challenge, which is considered to be one of the issues that every country has in this era. Many researchers also conducted various investigations and reported their findings in recent years. Turnover intention has always been a hot topic discussed by researchers. This study provides a systematic review of the literature assessing the key factors affecting turnover intention. In this study, several platforms were used as references in searching for articles, such as Scopus and Google Scholar, which have global reach. All published, peer-reviewed articles studying turnover intention were considered for inclusion. The findings indicated that, as the best variable to predict turnover behavior, turnover intention is influenced by many factors; the key factors are mainly involved demographic variables, leadership styles, organizational characteristics, and job satisfaction. These factors are critically evaluated in this study, which also organizes and reviews prior research to guide the direction of future investigations.

**Keywords:** Turnover, Turnover Intention, Influence, Factors, Organization

### Introduction

As we all know, the 21st century is an era dominated by the knowledge economy. In the future, the competition for comprehensive national strength among countries around the world will first be the competition for talents. However, the diversity of career options has led to an increase in the number of people who have turnover intention. Therefore, the flow of talents has shown an increasingly frequent trend and this problem has become increasingly prominent in recent years.

People will change or leave their work and organization as much as it will be comfortable for them. The prerequisite to leave one's job or organization is the intention to leave that can be referred as turnover intention (Belete, 2018). Zhong & Zhang also point out that Turnover

intention refers to a type of withdrawal behavior that employees exhibit after becoming dissatisfied with their jobs. Namely, the ideas and inclination of members to leave the organization. There are two types of resignation: active resignation and passive resignation. The turnover intention is part of the active resignation (Zhong & Zhang, 2024). The turnover intention may be due to positive or negative changes within the organization (Pieters et al., 2020).

Turnover intention has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally. To conducted a relatively systematic review of relevant domestic and foreign literature on key factors influencing turnover intentions in order to meet challenges and lay the foundation for future related research.

### **Methodology**

This study method used a systematic literature review. In this research, the main theme was the competency of key factors influencing turnover intentions. Several steps were engaged in the selection of the studies. Article titles and abstracts served as the basis for the initial screening process. Several platforms were used as references in searching for articles, such as Scopus and Google Scholar, which have global reach.

To extract useful information from the chosen articles, some of the keywords that researchers used in the process of searching for articles were influence, factors, turnover intention, and so on. In addition, we methodically gathered details like the authors, publication year, sample size, important findings, and key factors influencing turnover intention. To explore key factors influencing turnover intention, the synthesized data was further examined thematically. By following these steps, we were able to explore key factors influencing turnover intentions.

### **Result and Discussion**

In turnover intention research, its driving factors have been a focal point of academic attention (Belete, 2018). Many researchers consider turnover intention as a phenomenon that exists in the workplace, and a large number of studies have investigated the factors that influence turnover intention in different contexts (Danxin et al., 2024). According to the literature analysis, the factors research related to turnover intention are mainly concentrated on demographic variables, leadership styles, organizational characteristics, and job satisfaction.

#### *Demographic Variables*

Kaya & Abdioğlu (2010) described demographic variables, such as age, professional experience (tenure), marital status, professional title, and previous knowledge about the profession, as having no effect on the probability of turnover intention (Kaya & Abdioğlu, 2010). But Chowdhury (2015), Emiroğlu et al. (2015) and Victoria & Olalekan (2016) identified that the demographic factors such as age, marital status, tenure, wage, working position, and department are determinants for turnover intention (Chowdhury, 2015; Emiroğlu et al., 2015; Victoria & Olalekan, 2016).

Even though Kaya & Abdioğlu (2010) found significant relationship between gender and turnover intention, Victoria & Olalekan (2016) concluded that gender had no significant

influence on the intention of employees to leave (Kaya & Abdioğlu, 2010; Victoria & Olalekan, 2016). Choong et al. (2013) identified significant differences between gender, age group, and marital status toward turnover intention, such as females having higher intention to leave as compared to males, while married respondents have higher job commitment as compared to single respondents, and elders are willing to remain in their respective institutions compared to those younger (Choong et al., 2013).

Dachew et al. (2016) discovered that being a male subject, having more than ten years of teaching experience, job position dissatisfaction with pay and benefits, and dissatisfaction with autonomy and professional opportunities were the factors significantly associated with leaving (Dachew et al., 2016). Yarinbab and Mezgebu (2019) also stated that sex, employees' feelings of an easy way to get a better job, loyalty to the organization, and the existence of alternative employment were significantly associated with job turnover intention (Yarinbab & Mezgebu, 2019).

In addition, Minda (2015) found that economic, social, technical, personality, educational, and environmental factors were identified in descending order as reasons for teacher turnover at college (Minda, 2015). A questionnaire survey of more than 1600 professors, Hofmann and Strobel (2020), found that professors who felt well-informed and perceived their university administration and departments as transparent were more satisfied and less likely to express a desire to leave the university (Hofmann & Strobel, 2020). Li & Li (2023) mentioned that young teachers in colleges and universities are under great pressure for promotion and have obvious turnover intention (Li & Li, 2023).

It can be seen that demographic variables have an important impact on turnover intention, and the impact of different variable characteristics on turnover intention is also different.

### *Leadership Styles*

Several studies have explored the relationship between leadership styles and turnover intention among employees in various organizational settings. Masood et al. (2020) also investigated the effect of leadership styles on turnover intention and organizational citizenship behavior, highlighting the importance of leadership in shaping employee outcomes (Masood et al., 2020). Saira et al. (2021) found that psychological empowerment mediates the relationship between transformational leadership and turnover intention, indicating that leadership styles can influence employees' decisions to leave or stay within an organization (Saira et al., 2021). Gan et al. (2021) conducted a conceptual review on the impact of transformational leadership on job satisfaction and employee turnover intentions, emphasizing the role of transformational leadership in reducing turnover intention (Gan & Voon, 2021). Stefanovska-Petkovska et al. (2021) point out that adapting leadership styles can impact employees' motivation and turnover intentions (Stefanovska-Petkovska et al., 2021). Alkarabsheh et al. (2022) specifically studied the relationship between transformational and authentic leadership styles and turnover intention among nurses in Jordanian public hospitals, highlighting the significance of leadership in influencing turnover decisions (Alkarabsheh et al., 2022).

On the other hand, Iqbal et al. (2022) explored the impact of despotic leadership on turnover intention, emphasizing the mediating role of toxic workplace environments and cognitive

distraction in shaping employees' intentions to leave their jobs (Iqbal et al., 2022). Furthermore, Alreshidi et al. (2021) investigated turnover among foreign nurses in Saudi Arabia (Alreshidi et al., 2021), while Eivazzadeh & Nadiri (2022) examined the relationship between coercive management behavior and turnover intention among academics in Iranian universities (Eivazzadeh & Nadiri, 2022). Additionally, Nonehkaran et al. (2023) identified predictors of turnover intention based on nurse managers' toxic leadership behaviors, highlighting the negative impact of toxic leadership on employees' intentions to leave their jobs (Nonehkaran et al., 2023).

Overall, these studies collectively suggest that leadership styles play a crucial role in influencing turnover intention among employees, with transformational leadership, authentic leadership, despotic leadership, and toxic leadership behaviors all having varying effects on employees' decisions to stay or leave an organization. However, there is little research on authentic leadership at present, and further exploration is needed.

### *Organizational Characteristics*

Organizational commitment and turnover intention are crucial factors that impact employee retention and overall organizational success. Maryam et al. (2021) point out that organizational commitment acts as a significant predictor of turnover intention. Employees with high organizational commitment, particularly in the affective commitment and normative commitment dimensions, are less likely to consider leaving (Maryam et al., 2021). Organizational commitment can be considered a bond between employees and employers, and an employee's lack of commitment may lead to turnover (Gan & Kee, 2022). This is well consistent with the evidence in the studies (Oliveira & Costa, 2019; Pieters et al., 2020).

Overall, these studies underscore the significance of organizational commitment in influencing turnover intentions among employees in various industries and geographical locations. Understanding the factors that contribute to organizational commitment can help organizations develop strategies to enhance employee retention and overall organizational performance.

Organizational justice plays a crucial role in influencing turnover intention among employees in various industries. Mengstie (2020), found that organizational justice and turnover intention are significant and multifaceted in a study among healthcare workers in the Amhara region. Organizational justice dimensions (distributive, procedural, interpersonal and informational justice) significantly contributed an additional 9.9% variation in turnover intention (Mengstie, 2020). Altuntaş et al. (2021) explored the relationship between nurses' personality traits and their perceptions of organizational justice and turnover intention, finding no significant correlation between the variables (Altunta et al., 2021). Muala et al. (2022) examined the effects of organizational justice, employee silence, workplace bullying, and work stress on turnover intention in public hospitals in Jordan. The survey found that organizational justice is highly impacted by turnover intention (Al Muala et al., 2022).

To sum up, it is not difficult to see that organizational justice is indeed an important factor affecting turnover intention, but most of them focus on the medical direction at present. In fact, organizational justice is equally important in the field of education and needs our adequate attention.

Organizational culture plays a significant role in influencing turnover intentions among employees. Alyani (2020) highlighted the impact of organizational culture on turnover intention through organizational commitment, emphasizing the importance of fostering a positive organizational culture to enhance employee commitment and reduce turnover intentions (Alyani, 2020). Furthermore, Jahya et al. (2020) point out that training and development, compensation, and organizational culture have a significant negative relationship with turnover intention (Jahya et al., 2020). Moreover, Salvador et al. (2022) explored the relationship between perceived organizational culture and turnover intentions, with a focus on the mediating effects of perceived organizational support and job insecurity. Their study highlighted the complex interplay between organizational culture, perceived support, and job insecurity in influencing turnover intentions among employees (Salvador et al., 2022).

Overall, the literature suggests that organizational culture plays a crucial role in shaping turnover intentions among employees. By fostering a positive organizational culture, organizations can potentially reduce turnover intentions and improve employee retention. Further research is needed to explore the specific mechanisms through which organizational culture influences turnover intentions and to develop effective strategies for enhancing organizational culture to mitigate turnover intentions.

### *Job Satisfaction*

Satisfaction with the job is said to be a multidimensional concept, so it gets very important to see the aspects on which satisfaction with the job affects an employee's turnover intention in their current organization. According to many studies carried out, it is said that satisfaction with the job is the most important factor that predicts the turnover intention (Alam & Asim, 2019). Many studies have shown a correlation between job satisfaction and turnover intention. According to Skelton et al. (2020), a low level of job satisfaction can trigger an employee's turnover intention. It has been argued that satisfied employees are less likely to plan to leave the organization (Skelton et al., 2020). This implies that the lower the job satisfaction, the higher the turnover intention, and the higher the job satisfaction, the lower the turnover intention.

Wang et al. (2020) examined the relationships between professional identity, job satisfaction, work engagement, and turnover intentions. They surveyed 1312 employees in hotels in China. The results showed that job satisfaction negatively affected employees turnover intention in another empirical study (Wang et al., 2020). Koo et al. (2020) surveyed 324 hotel employees in Seoul to examine the relationships among rewards, burnout, affective commitment, job satisfaction and turnover intention. The researchers found that job satisfaction was positively associated with turnover intention (Koo et al., 2020). Park and Min (2020) examined 35 antecedents of turnover intention in the hospitality industry. They found that, as a type of job attitude, job satisfaction was strongly associated with turnover intention (Park & Min, 2020).

The absence of job satisfaction is one of the reasons for turnover intentions; high levels of teachers' job satisfaction will reduce their turnover intentions (Ertürk, 2022). A meta-analysis of 94 studies revealed that the likelihood of an employee quitting their job is inversely proportional to job satisfaction (Li & Yao, 2022). Hu et al. (2022) examined Job satisfaction mediated the associations of career identity and hope with turnover intention (Hu et al.,

2022). Pratama et al. (2022) considered that low levels of job satisfaction are linked to counterproductive and withdrawing behaviors like turnover (Pratama et al., 2022). Otache & Inekwe (2022) refer to the fact that there is a negative relationship between job satisfaction and turnover intention, meaning higher job satisfaction reduces the likelihood of turnover intention (Otache & Inekwe, 2022).

Overall, job satisfaction is a crucial construct to investigate when evaluating turnover intention. People are less likely to leave their job if they are pleased with their working environment. In fact, if organization want to improve the current situation of people turnover intention, both the level of job satisfaction of the people will be essential.

### **Conclusion**

Turnover intention, as an important attitude, has been widely concerned; turnover means the loss of talents. The loss or turnover of people will bring great losses to organization. Even if there is no actual resignation behavior, people with resignation intention may no longer focus on their work, which is very unfriendly to organization. Therefore, it is important to review past research and make organization aware of the factors that can lead to turnover.

Based on the viewpoints of researchers, it is not difficult to find that the influencing factors on turnover intention mainly focus on four levels. The first is demographic variables, which mainly point to the gender and professional title. Different studies on the influence of the above internal factor variables have large differences in their conclusions. Second, the factors of leadership style, most of the discussion on transformational leadership; the third is the organizational characteristics, mainly referring to organizational commitment, organizational justice, and organizational culture. Finally, It can be seen that job satisfaction is the key to retaining potential talents. Organization should pay enough attention to it.

In fact, the rate of people turnover has been increasing from time to time due to a lot of factors. some factors might remain as predictors, and others might act as mediators or moderators for the main relationship. All in all, paying attention to the key factors that affect turnover intention can help to gain a deeper understanding of turnover intention. It can help better interventions to be produced at the management level, reduce turnover intention, and retain the best talent in the organization. Therefore, we also need to continue to carry out research and exploration in the future.

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