

Identification of Factors Causing Turnover Intention in Employees

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ABSTRACT

Turnover intention is an important issue that impacts organizational stability, especially in the midst of changing demographics and labor market dynamics. This study aims to identify the factors that cause turnover intention through a Systematic Literature Review (SLR) based on PRISMA guidelines and the SPIDER framework. The search was conducted on Scopus, ScienceDirect, PubMed, and Google Scholar databases, with 10 articles selected through screening using the Rayyan application. The analysis showed that turnover intention is influenced by various multidimensional factors, such as job satisfaction, leadership style (authentic and transformational), job stress, attachment, and social climate such as exclusion. Supervisor support, perceived organizational benevolence, and job satisfaction act as mediators or moderators in the relationship. The findings emphasize the importance of a holistic approach in employee retention strategies that not only focuses on compensation, but also creating a supportive work environment and effective leadership.

Keywords: *Turnover Intention, Job Satisfaction, Leadership*

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INTRODUCTION

Today's labor market dynamics continue to undergo significant changes, driven by technological acceleration, demographic shifts, and adaptation to post-pandemic conditions that shape an increasingly complex employment landscape (García-Sánchez et al., 2023). In this context, the phenomenon of turnover intention emerges as a crucial issue that has a direct impact on organizational stability and sustainability (Chung et al., 2022). Turnover intention is defined as the subjective likelihood of an employee to leave the organization where he or she works in the near future, a strong predictive indicator of actual turnover (Al-Hamdan et al., 2021). Attention to turnover intention is becoming increasingly vital due to its far-reaching implications for recruitment costs, training, loss of institutional knowledge, as well as a decline in morale of remaining employees (Jain & Kaur, 2021).

Various recent studies have consistently shown that high levels of turnover intention are negatively correlated with organizational performance and employee job satisfaction. A comprehensive meta-analysis study by Van den Broeck et al. (2022)

confirmed that uncontrolled turnover intention can lead to increased operational costs and erode competitive advantage. In addition, research by Supriyati et al. (2020) revealed that high turnover intention not only affects productivity, but also creates a work climate that is less stable and prone to uncertainty. The impact of turnover intention on organizations is increasingly evident in various industrial sectors in the contemporary era. Employees who show intent to leave tend to show a decrease in organizational commitment and work engagement, which in turn can lead to counterproductive behaviors such as frequent absenteeism or decreased work quality (Park & Kim, 2023).

Interestingly, the identification of factors that trigger turnover intention has become a major focus in recent scientific literature, covering both internal and external aspects of the organization. Research by Kim et al. (2021) highlights that dissatisfaction with leadership and lack of recognition are the main drivers of turnover intention among young professionals. Psychological factors such as excessive workload and work-life imbalance are also increasingly associated with exit intentions, especially post-pandemic (Qian et al., 2023). Several factors may moderate or mediate the relationship between these triggers and turnover intention itself. For example, social support from co-workers and supervisors, as well as perceptions of organizational justice, have been shown to reduce the negative impact of job dissatisfaction on intention to leave (Hassan et al., 2020). In addition, individual factors such as psychological resilience and self-efficacy also play an important role in determining how employees deal with pressures that can trigger turnover intention (Sihombing et al., 2022).

Although there are many studies on turnover intention, the results are often not uniform due to variations in the context, methods, and population studied. Some studies emphasize that the influence of factors causing turnover intention can vary significantly between industries, for example between the dynamic technology sector and the more stable manufacturing sector (Choi et al., 2020). Cultural differences and macroeconomic conditions also affect the intensity and manifestation of turnover intention. For example, in tight labor markets, employees may have more choices, which may increase their turnover intention tendencies (Wang et al., 2020). Different measurement instruments and methodological approaches also contribute to the heterogeneity of findings. Hence, the need to conduct a systematic review of the available evidence has become increasingly urgent. A systematic review will help identify consistent patterns, research gaps, and generalizable relationships across studies.

This article aims to conduct a systematic review of the relevant scientific literature on the factors that cause turnover intention in employees, with a focus on publications in the 2020- 2025 timeframe. Referring to the updated PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines (Page et al., 2021), the literature search process will be conducted through leading academic databases such as Scopus, Web of Science, and ProQuest. Strict inclusion-exclusion criteria will be applied to ensure the quality and relevance of the reviewed studies (Aromataris & Munn, 2020). In this review, the focus will be on identifying psychological factors (e.g. job satisfaction, affective commitment), organizational factors (e.g. organizational culture, promotion opportunities),

and personal factors that contribute to turnover intention. The review will also identify moderating and mediating factors that may influence the relationship between these variables. A narrative and thematic approach will be used to present the results in a comprehensive manner.

Based on the above, it is important to emphasize that turnover intention is not just an individual problem, but a multidimensional issue with substantial impact on organizational sustainability and health. Poorly addressed exit intentions can create an unstable and detrimental work environment for both the individual and the organization as a whole. Therefore, through this systematic review, we hope to identify consistent and relevant patterns of relationships between the various causal factors of turnover intention and its consequences, as well as identify protective factors that can be maximized by management. The results of this review are expected to not only enrich the academic repertoire in the field of human resource management, but also serve as a practical reference in formulating more effective and evidence-based employee retention policies and strategies. Thus, turnover intention management can be an integral part of an organization's efforts to maintain employee welfare and ensure business continuity amidst the ever-evolving dynamics of the job market.

METHOD

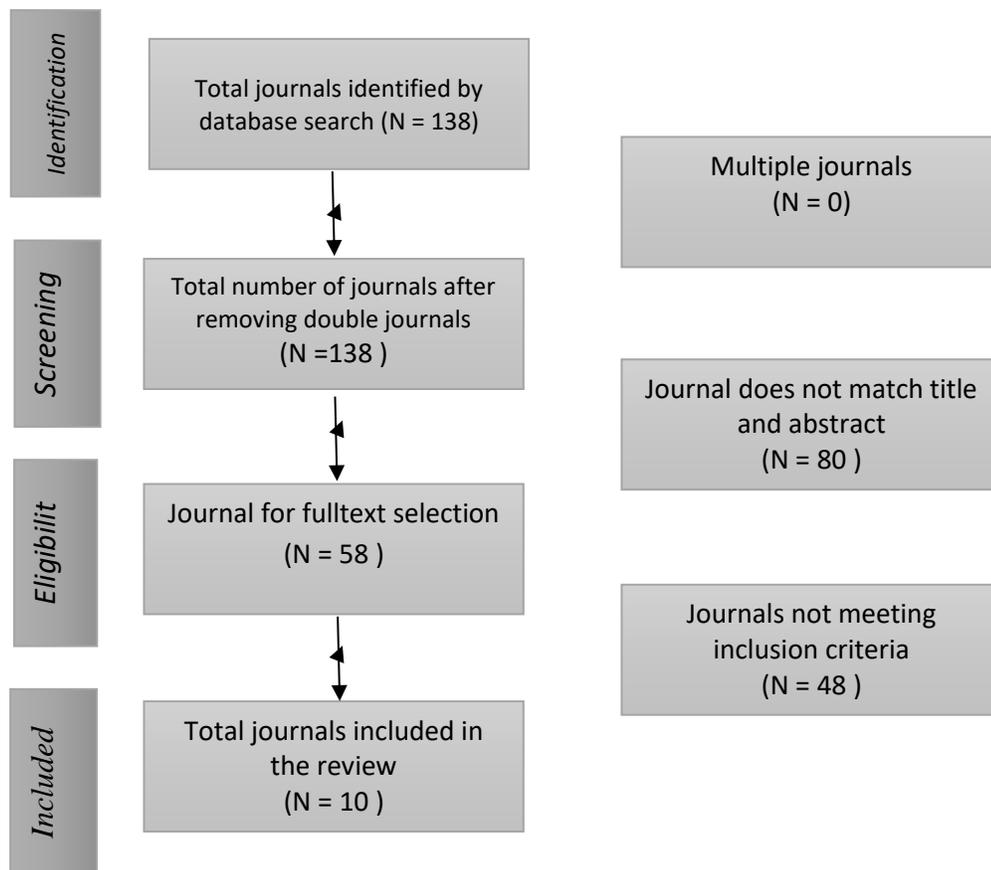
This research uses the Systematic Literature Review (SLR) method. Systematic Review is a research procedure that aims to identify, assess, and synthesize several related research results that are relevant to the research question or topic (Hadi et al, 2020). Systematic review planning begins with formulating research questions using the SPIDER (Sample, Phenomenon of Interest, Design, Evaluation, Research type) framework. The formulation of the question is: "What factors significantly influence turnover intention in employees in formal employment contexts based on quantitative studies?"

The search was conducted on reputable scientific databases such as Scopus, ScienceDirect, PubMed, and Google Scholar, with a publication time span between 2020 and 2025 to ensure the relevance and novelty of the data. All search articles were imported and screened using the Rayyan application, which facilitated the identification of duplicates and sorting based on inclusion and exclusion criteria

Subsequently, articles that met the criteria were extracted into systematic tables containing: author's name, year of publication, country, research design, sample size, industry context, and key findings related to the factors that cause turnover intention. From a total of 138 articles found at the initial stage, 10 articles met all criteria and were used as the basis for further analysis. The results from these studies were then synthesized to identify key variables that contribute to turnover intention in employees, including but not limited to job satisfaction, organizational commitment, career development, and work-life balance.

Figure 1

PRISMA drawing for journal selection flow (Page, et.al, 2021)



FINDING AND DISCUSSION

RESEARCH RESULT

The phenomenon of turnover intention is a multidimensional construct that is the culmination of employees' cognitive and affective evaluations of their work environment. A comprehensive analysis of the current empirical literature shows that the intention to leave an organization cannot be attributed to a single factor, but rather is the result of a constellation of dynamically interacting variables. The causality model is layered, involving organizational antecedents, leadership quality, social climate, and individual internal psychological states.

At the proximal level or closest to the individual, job satisfaction is consistently identified as a central mediator variable. Various studies confirm that external factors, both negative and positive, often do not directly trigger turnover intention. Instead, their impact is channeled through their influence on the level of job satisfaction. High job stress, as indicated by the findings of Sun et al. (2025) and Kang (2023), as well as workplace incivility according to Li et al. (2024), will first erode job satisfaction. This condition of dissatisfaction

is then the main Total journals identified by database search (N = 138) Identification Multiple journals (N = 0) Total number of journals after removing double journals (N =138) Screening Journal does not match title and abstract (N = 80) Journal for fulltext selection (N = 58) Total journals included in the review (N = 10) Journals not meeting inclusion criteria (N = 48) Eligibility Included driver for the intention to seek alternative employment. In fact, instrumental factors such as compensation and career development opportunities are also significantly mediated by job satisfaction (Calista & Erdiansyah, 2025).

Further upstream, leadership quality and supervisor support emerged as crucial foundations that shape employee perceptions and experiences. Positive leadership styles, such as authentic leadership (Jun et al., 2023; Chen & Zhang, 2024) and transformational leadership (Xiong et al., 2023), have been shown to significantly reduce turnover intention. The mechanisms are complex; authentic leadership, for example, does not work in a vacuum. Its effect on retention is fully mediated by perceived supervisor support, confirming that employees' perception of concrete support from supervisors is the critical path (Jun et al., 2023). On the opposite side of the spectrum, abusive supervision acts as a moderator that amplifies the destructive impact of a negative work climate, drastically accelerating employees' desire to leave (Li et al., 2024).

Social climate and interpersonal relationships at work are also strong determinants. Negative experiences such as workplace ostracism directly trigger turnover intention by creating a psychologically toxic environment (Singh et al., 2024). However, the impact of these social stressors can be mitigated. Protective factors such as perceived organizational virtuousness and social support from colleagues have been shown to serve as buffers that weaken the relationship between negative experiences and turnover intention (Singh et al., 2024; Kang, 2023)

Finally, at a deeper psychological level, work engagement and person-organization fit serve as anchors that hold employees in place. Effective leadership and high psychological capital do not necessarily result in loyalty, but work by increasing employees' attachment to their duties, which then substantially decreases the intention to leave (Xiong et al., 2023; Chen & Zhang, 2024). A sense of "fit" between individual values and organizational values also mediates the influence of transformational leadership, creating a stronger affective commitment than simply a transactional relationship.

Overall, it can be synthesized that turnover intention is an end result of a complex ecosystem. Interventions to reduce it demand a holistic approach that not only focuses on improving instrumental HR policies such as salary and compensation (Farooq et al., 2022), but also simultaneously building supportive leadership, nurturing an inclusive social climate, managing workload, and actively fostering employee satisfaction and engagement.

Table 1: Research results related to employee turnover intention

No	Authors	Year	Research Findings
1	Cindy Calista, Rezi Erdiansyah	2025	found that compensation and work-life balance reduce turnover intention,

			while job satisfaction mediates the relationship between compensation and career development on exit intention. However, career development does not have a significant direct effect on turnover intention.
2	Yanchun Sun, Wei Wang, Fei Yan, Xueqin Xie	2025	Job stress increases turnover intention directly and indirectly, while job satisfaction decreases exit intention and mediates the effect of stress. Position, work environment, and work intensity also play a role
3	Sharda Singh, A.K. Subramani, Rajasekhar David, N. Akbar Jand	2024	Workplace exclusion increases turnover intention, but perceptions of organizational benevolence and authentic leadership can weaken the negative effect.
4	Yating Yang, Ling Zhang, Mengdie Li, Xiaodong Wu, Lei Xia, Daphne Y. Liu, Tingfang Liu, Yuanli Liu, Feng Jiang, Yi-lang Tang, Huanzhong Liu, Nadine J. Kalow	2022	High workload, direct involvement in handling COVID-19, and insomnia are associated with increased turnover intention. In addition, low levels of job satisfaction also contributed to high intention to leave.
5	Bin Xiong, Xiaoyan Wu, Qi Sui	2023	Transformational leadership decreased turnover intention, with individual-organizational fit as a mediator in the relationship. Job attachment also moderates

			the effect of leadership on exit intention.
6	Kiho Jun, Zhehua Hu, Yi Sun	2023	Authentic leadership decreases turnover intention, with perceived supervisor support as a full mediator. The effect of support is also strengthened by individual identification with the organization.
7	H. Farooq, M. B. Khan, F. Ahmad, S. A. R. Khan, A. Ghaffar	2022	Recruitment & Selection Process, Team & Management Support, Performance & Career Management, Salary & Compensation, and Employee Commitment: All of these factors negatively affect (decrease) turnover intention.
8	Un-Gu Kang	2023	Job stress increases turnover intention, while job satisfaction and social support decrease exit intention and mediate the negative effect of job stress.
9	Xiuting Li, Honghuan Li, Xiaorong Wen, Jingyi Zhang, Juan Zhang	2024	Disrespectful treatment in the workplace increases turnover intention, with job satisfaction as a mediator. The negative impact is stronger when accompanied by harsh supervision.
10	Xinyi Chen, Jianlong Zhang	2024	Authentic leadership and psychological capital decrease turnover intention, with job attachment as a mediator in the relationship.

DISCUSSION

Table 1 summarizes the findings of ten recent studies that explored the factors that contribute to turnover intention in employees. In general, the results of these studies suggest that turnover intention is influenced by a variety of psychosocial and organizational factors, with the effects varying depending on the context and population of the study. Some of the most common factors include job stress, job satisfaction, and leadership style. For example, studies by Sun et al. (2025) and Kang (2023) show that job stress consistently has a positive effect on turnover intention, both directly and indirectly through job satisfaction. Meanwhile, job satisfaction was shown to play a significant protective role in lowering exit intention, as seen in the study by Cindy Calista & Rezi Erdiansyah (2025), as well as the study by Farooq et al. (2022).

Leadership factors are also an important focus. Transformational and authentic leadership are consistently associated with decreased turnover intention, as seen in studies by Xiong et al. (2023), Jun et al. (2023), and Chen & Zhang (2024). Some studies also highlight the role of mediation and moderation, such as individual-organization fit, supervisor support, and identification with the organization, which strengthen or explain the relationship between leadership and turnover intention.

In addition, negative factors such as workplace ostracism (Singh et al., 2024), disrespectful treatment (Li et al., 2024), and insomnia due to high workload (Yang et al., 2022) were found to consistently drive increased exit intentions. Some studies also add that crisis conditions such as the COVID-19 pandemic exacerbate these factors.

This cross-study analysis indicates that turnover intention is a complex and multidimensional phenomenon, which is influenced by the interaction between individual factors, work environment, and organizational conditions. Therefore, organizations need to develop comprehensive strategies to reduce turnover intention, including creating a supportive work environment, improving leadership styles, and providing psychological support for employees.

CONCLUSION

Overall, the results of this systematic review reveal that turnover intention is a complex and multidimensional phenomenon, influenced by various internal and external factors in the work environment. Studies from various countries consistently show that psychological aspects such as job stress, job satisfaction, job attachment, and leadership style have a significant contribution in shaping employees' intention to leave the organization.

Negative factors such as workplace ostracism, disrespectful treatment, harsh supervision, and high workload were shown to increase turnover intention. On the other hand, positive leadership (such as authentic and transformational leadership), social support, and perceptions of organizational justice and benevolence are able to reduce exit intentions, both directly and through mediating and moderating roles

These findings confirm the importance of a strategic approach that focuses not only on structural and compensation policies, but also on creating a psychologically healthy work

climate. Organizations need to consider interpersonal and emotional factors in designing interventions to reduce turnover intention, especially in new generations of workers such as Generation Z who are more sensitive to personal values, life balance, and a supportive work environment. With a holistic and evidence-based approach, organizations can build HR resilience while maintaining business sustainability amidst the challenges of the evolving world of work.

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