

Factors Affecting Turnover Intention: A Literature Review

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Abstract

There are many things that become the question why an employee leaves the organization or company where he works. This action is called turnover intention, namely the tendency or intention of employees to quit their job. Of course, this is an important issue for companies to find out the cause because employee turnover requires a large amount of money. The purpose of this literature review is to identify the factors that influence turnover intention. Methods Writing articles use the method of collecting data from literature studies (literature review) of national and international journals about employee turnover intentions. Article searches were carried out on the Google Scholar database using keywords. There were 15 articles reviewed. The results of the literature review conducted showed that there are many factors that influence turnover intention. Factors that trigger turnover intentions include aspects of work, job satisfaction, work stress, age, education level, work culture, work pressure, workload, marital status and job insecurity. Then the factors that can reduce turnover intentions are good leadership, internal and external work environment, high organizational commitment and low role conflict.

Keywords: Turnover Intention, Turnover Intention Factor

1. Introduction

Every organization or company will involve all existing resources in achieving its goals. Human resources are an important factor because they are the main driver of all activities and activities in the company. In addition, human resource roles and functions cannot be transferred to other resources. However, a phenomenon often occurs where a decrease in performance in the company is caused by various conditions, attitudes and behavior of employees as human resources. One of the causes of this behavior is turnover intention, namely the intention to leave/quit which results in the employee's decision to leave the company.

Turnover Intention is the employee's desire or intention to leave one workplace to another, but has not yet reached the stage of moving from one workplace to another. Turnover intention is defined as the level of employee intention to leave the company, turnover refers to the final reality faced by the company in the form of the number of employees who leave the company in a certain period.(Gunawan & Andani, 2020)

The occurrence of turnover, can result in losses for the company both in terms of resources, costs, or employee motivation. The occurrence of turnover means that the company will lose a number of employees and must find replacements by procuring new employees. Companies must pay for the recruitment stage to get new employees who are ready to use. Motivation and morale of employees who remain can be affected. Employees who previously had no intention of looking for a new job will start looking for job vacancies, which will then turn over(Pawesti & Wikansari, 2017).

According to(Shane & Ben, 2019)the annual turnover rate in the United States in 2017 was 26.3% according to the Bureau of Labor Statistics. The cost of replacing an employee can range from half to double the employee's annual salary (conservative estimate). So a 100-person Organization that provides an average salary of \$50,000 can have turnover and turnover costs ranging from \$660,000 to \$2.6 million per year. Therefore, companies need to examine the factors that cause turnover intention so that large

expenditures for new employee turnover can be avoided by the company.

Many previous studies have revealed factors that influence turnover intention, including aspects of work, job satisfaction, job stress, age, education level, work culture, work pressure, workload, marital status and job insecurity, leadership, internal and external work environment, organizational commitment, role conflict. Thus, information is needed that can help identify factors that can affect turnover intentions.

Reviews This aims to explain the review of the literature regarding the factors that can affect employee turnover intentions. Presumably the results of this study can provide information and references for companies to reduce the level of employee turnover intention.

2. Method

The research method uses the method of collecting data from literature studies (literature review) of national and international journals about employee turnover intentions. An article search was carried out on the Google Scholar database using the keywords "turnover intention", "turnover intention factor". The search for articles selected publications from 2014-2022, in the form of full text, as well as in the form of articles and reviews. Then selected articles in accordance with the purpose of writing a literature review.

3. Results

Article Selection

Based on the internet search conducted, the results obtained were 42 articles. Then, articles were filtered according to the purpose of writing a literature review, then 15 articles were filtered to be reviewed in this literature

review. The data is used to identify factors that can affect employee turnover intentions which are analyzed qualitatively.

Turnover Intention Factor

Based on the results of the analysis of the selected articles, it can be seen that many factors influence turnover intention (Table.1). Factors that affect turnover intentions or the desire to move/quit include job satisfaction felt by employees (Santoni & Harahap, 2018), (Gunawan & Andani, 2020), (Fadli et al., 2022), (Firdaus, 2017), (Dewi & Wulanyani, 2018), (Gumilang Kancana, 2019), (Pawesti & Wikansari, 2017), (Prawitasari, 2016), (Muhadi & Indahyati, 2022), (Wahyono & Riyanto, 2020), (Skelton et al., 2020), (Hasrina et al., 2021), (Zaki & Marzolina, 2016), (Wahyono & Riyanto, 2020) Leadership (Santoni & Harahap, 2018), (Gunawan & Andani, 2020), Work environment (Santoni & Harahap, 2018), (Apriyanto & Haryono, 2020), Organizational Commitment (Gunawan & Andani, 2020), (Firdaus, 2017), (Prawitasari, 2016), (Wahyono & Riyanto, 2020), Role Conflict (Dewi & Wulanyani, 2018), Work Stress (Gumilang Kancana, 2019), (Wahyono & Riyanto, 2020), (Putro et al., 2020), Age, Education Level, Company Culture (Prawitasari, 2016), Marital status (Muhadi & Indahyati, 2022), Workload (Apriyanto & Haryono, 2020), (Zaki & Marzolina, 2016) and Work Engagement (Skelton et al., 2020), (Putro et al., 2020), Work Stress (Putro et al., 2020), (Wahyono & Riyanto, 2020), Working Pressure (Apriyanto & Haryono, 2020), (Wahyono & Riyanto, 2020), Job Insecurity (Vika & Kusmayadi, 2018)

Table 1. Turnover Intention Factor Table

Factor	Variable	Source (Year)/Method	Research purposes
Turnover Intention	Leadership Job Satisfaction, Work Environment, Compensation	(Santoni & Harahap, 2018)/Explanatory Descriptive Analysis with SEM Models	- Knowing the influence of Leadership, Compensation and Work Environment on Job Satisfaction - Knowing the influence of Leadership, Compensation and Work Environment, and Job Satisfaction on Turnover Intentions
	Leadership, Organizational Commitment, and Job Satisfaction	(Gunawan & Andani, 2020)/Causal research with SEM PLS	Conduct an analysis to determine the effect of Leadership, Job Satisfaction and Organizational Commitment on Employee Turnover Intention of PT Permata Prima Canindo
	Job Satisfaction (Job itself, Colleagues, Working conditions, Salary, Promotion, Supervision)	(Fadli et al., 2022)/ descriptive and inferential statistical research	In order to know the relationship between job satisfaction and employee turnover intention of Regional Warehousing Companies and Various Businesses in Samarinda City
	Job Satisfaction, Organizational Commitment	(Firdaus, 2017)/ statistical techniques path analysis	Knowing the factors that can affect the turnover intention of employees of the Jambi City Multi Finance Service Company
	Job Satisfaction, Role Conflict	(Muhadi & Indahyati, 2022)/Quantitative analysis, cross sectional	Analyze the factors of individual determinants and job satisfaction that influence nurse turnover intention at RSI Surabaya
	Job Satisfaction, Job Stress	(Gumilang Kancana, 2019)/ Multiple Regression Analysis	Test whether job satisfaction and work stress affect turnover intention
	Job satisfaction	(Pawesti & Wikansari, 2017)/ Quantitative, associative – causal methods	Analyze the factors of job satisfaction and their influence on PetroChina's employee turnover intention International Companies in Indonesia
	Job Satisfaction Age, length of service, level of education, corporate culture, and attachment to the organization	(Prawitasari, 2016)/qualitative	Describe the factors that can affect the employee turnover intention of PT. Mandiri Tunas Finance Bengkulu Branch
	Workload, work pressure, and work environment	(Apriyanto & Haryono, 2020)/Quantitative, PLS analysis	Knowing the direct effect of workload, work pressure, and work environment on turnover intention
	Work Stress, Work Involvement	(Putro et al., 2020)/Quantitative Methods Multiple Linear Regression Analysis	Knowing the effect of Job Stress and Work Involvement on Turnover Intention

Job Satisfaction, Role Conflict	(Dewi & Wulanyani, 2018)/ Quantitative Methods, Multiple Liner Regression analysis	Examining aspects of job satisfaction, and role conflict and their influence on bank employee turnover intentions in Denpasar
Job Satisfaction, Organizational Commitment, Work Stress,	(Wahyono & Riyanto, 2020)/Multiple Linear Regression Analysis	Knowing how the influence of job satisfaction, organizational commitment, and work stress on turnover intention.
Job satisfaction, Job Involvement	(Skelton et al., 2020)/ Quantitative methods with multiple Regression Analysis	Provide an analysis of how the influence of job satisfaction and work engagement on turnover intention
Job Insecurity, Job Stress	/Descriptive and verification methods	Analyzing the effect of job security and work stress on turnover intention
Workload, Compensation, Job Satisfaction	(Zaki & Marzolina, 2016)/Descriptive and causal research methods	Knowing whether Compensation and Workload affect Job Satisfaction and Employee Turnover Intentions at PT. Adira Quantum Multifinance Pekanbaru Branch

4. Discussion

According to Mobley in (Gunawan & Andani, 2020) Turnover intention is the result of an individual's assessment of the continuation of his relationship with the company where he works but has not been realized in real action. Meanwhile Robbins and Judge define Turnover intention, namely the level or tendency in which an employee becomes likely to leave the company either voluntarily or not due to the lack of attractiveness of the current job and the availability of other job options.

The employee turnover rate in an organization and a company causes the high and low costs of procuring employees, as well as training which is a burden for organizations and companies. This can lead to disruption

of the efficiency of the operational activities of the organization and the company, moreover the employees who leave have the skills, knowledge and experience that can be relied upon (Prawitasari, 2016). For this reason, it is very important for an organization and company to study and know the factors that can cause employee turnover intentions so that this can reduce the level of turnover intention in these organizations and companies.

There are many factors that trigger turnover intention and reduce turnover intention based on the review of articles that have been carried out as shown in the table. 2 below.

Table 2. Trigger Factors and Reducing Turnover Intentions

	Variable	Factor	Source/Year
Originator of Turnover Intention	Job satisfaction	There is a desire to get a better job	(Santoni & Harahap, 2018)
		<ul style="list-style-type: none"> - Aspects of co-worker support can lead to Thinking of quitting - Colleagues who influence the desire to find a new job (Intention to search) - Salary and working conditions that affect the Intention to quit 	(Fadli et al., 2022)
		Wages	(Gumilang Kancana, 2019)
			(Muhadi & Indahyati, 2022)
		<ul style="list-style-type: none"> - Get better facilities - Have not provided compensation in accordance with the results of work - Has not provided a clear career path for employees 	(Pawesti & Wikansari, 2017)
		Giving targets and workload that is too heavy	(Prawitasari, 2016)
		Hard work that is not in accordance with income because of different treatment	(Wahyono & Riyanto, 2020)
	Work Stress	Symptoms of work stress behavior	(Gumilang Kancana, 2019)
			(Putro et al., 2020)
		Unfair competition that causes an increase in violations	(Wahyono & Riyanto, 2020)
		Time pressure in completing work	(Vika & Kusmayadi, 2018)
	Age	Instability of young employees in accepting work	(Prawitasari, 2016)
	Educational level	The higher the level of education will provide opportunities to get a new job with a better position.	(Prawitasari, 2016)
	Corporate Culture	<ul style="list-style-type: none"> - There is a limit with the immediate superior - Make decisions without prior notification and the policies implemented do not follow the policies of the head office 	(Prawitasari, 2016)
	Work Pressure	<ul style="list-style-type: none"> - Provide targets according to the ability of employees. - Do not demand employees to finish work too quickly 	(Apriyanto & Haryono, 2020)
		<ul style="list-style-type: none"> - Employees feel pressured and cause lazy work 	(Wahyono & Riyanto, 2020)
	Workload	<ul style="list-style-type: none"> - Not giving enough time to complete the job. - Work overtime on holidays 	(Apriyanto & Haryono, 2020)
Marital status	The large number of employees who are not married, the turnover intention will be high	(Muhadi & Indahyati, 2022)	
Job Insecurity	Important job in career development	(Vika & Kusmayadi, 2018)	
Reducing Turnover Intentions	Good leadership	Participatory managerial leadership, Leaders are willing to work with employees	(Santoni & Harahap, 2018),(Gunawan & Andani, 2020)
	Work Environment (Internal and	Employees who try not to be selfish	(Santoni & Harahap, 2018)
		Feeling safe and comfortable while working	(Apriyanto & Haryono,

	External)		2020)
		A work environment that satisfies the needs of workers	(Skelton et al., 2020)
	High Organizational Commitment	Highly committed employees to the organization There is high employee engagement to the company	(Firdaus, 2017) (Prawitasari, 2016)
	Low role conflict	- Plan work schedules and overtime for employees - Arranging a schedule of activities so that all tasks and roles can be carried out properly. Employees establish relationships with family and those closest to them so that they can prevent role conflicts from occurring in employees	(Dewi & Wulanyani, 2018)
	High work involvement	Employees who are actively involved in work will feel satisfied with their work	(Putro et al., 2020)
		Instill employee attachment to the company	(Skelton et al., 2020)

Based on the results of this literature review, it was identified that the most dominant factor as a trigger for turnover intention was employee job satisfaction. The dimensions of job satisfaction that affect one aspect of the work itself are the intention to get a better new job (Santoni & Harahap, 2018), besides that the support of colleagues to find a new job can also lead to thinking of quitting, co-workers that influence the desire to find a new job (Intention to search), and the influence of salary and working conditions on the Intention to quit (Fadli et al., 2022), (Gumilang Kancana, 2019), (Muhadi & Indahyati, 2022).

Other than that reason to get better facilities (Pawesti & Wikansari, 2017) is also a trigger for employee turnover intentions, where the hard work of employees that is not in accordance with the income earned is due to different treatment (Wahyono & Riyanto, 2020) then compensation payments that are not in accordance with work results, as well as actions of companies or organizations that have not provided clear career paths for employees (Pawesti & Wikansari, 2017).

In the division of labor and responsibilities the company must determine according to the portion. Because the targets and workload are too heavy (Prawitasari, 2016), will cause employees to feel pressured and cause lazy

work (Wahyono & Riyanto, 2020). besides that, giving targets that are not in accordance with the abilities of employees and demanding employees to finish work too quickly by not giving enough time and often working overtime on holidays (Apriyanto & Haryono, 2020) can trigger turnover intention in the company. Time pressure in completing work (Vika & Kusmayadi, 2018) and Unhealthy Competition (Wahyono & Riyanto, 2020) can cause behavioral symptoms of job stress (Gumilang Kancana, 2019). Job stress is also related to age. Based on research (Prawitasari, 2016) the instability of young employees in accepting work and its relation to education levels. The higher the level of education will create opportunities for employees to get new jobs with better positions. This becomes important as job security in career development can ultimately affect turnover intentions (Vika & Kusmayadi, 2018).

There are several companies that establish employment contract policies for new employees not to get married within a certain period of time. This is a separate consideration for the company because it is based on research (Muhadi & Indahyati, 2022) stated that marital status had an effect on turnover intention, where it was concluded that the higher the number of unmarried employees, the higher the turnover intention. Because after marriage there is a possibility that employees will

leave with the excuse that they want to focus on the family or to move to the partner's place of work. For this reason, companies must create a strong work culture and make their employees comfortable. Not a few employees leave or quit the company because of an unhealthy organizational culture, such as the existence of boundaries between employees and their direct superiors which causes a rigid relationship, then there are actions of leaders who give unilateral decisions to employees without prior notification and the policies implemented do not follow the policies headquarters (Prawitasari, 2016)

This Literature Review also shows factors that can reduce turnover intentions, including good leadership, namely participatory managerial leadership where leaders are willing to work with employees (Santoni & Harahap, 2018), (Gunawan & Andani, 2020) It is hoped that this will create a healthy work environment both internally and externally. Where employees will try not to be selfish (Santoni & Harahap, 2018), the feeling of security and comfort when working (Apriyanto & Haryono, 2020) and a work environment that satisfies employee needs (Skelton et al., 2020)

In addition, to reduce turnover intention, the company must create low role conflict by planning work schedules and overtime for employees and arranging activity schedules so that all tasks and roles can be carried out properly, and employees must establish relationships with family and those closest to them so they can maintain There is no role conflict among employees (Dewi & Wulanyani, 2018). Thus employees will have high job involvement and will feel satisfied with their work (Putro et al., 2020) and can instill employee engagement in the company (Skelton et al., 2020). If employee engagement is high to the company (Prawitasari, 2016) then employee commitment to the organization will also

be high (Firdaus, 2017) so that employees will not think of leaving the company.

5. Conclusion

Employee turnover rate increases from time to time due to many factors. From this literature review, we summarize and discuss the findings of previous studies to determine the factors that can determine the occurrence of turnover intention. Based on the review, it is known that there are 10 (ten) factors that trigger turnover intentions, including aspects of work, job satisfaction, work stress, age, educational level, work culture, work pressure, workload, marital status and job insecurity. Then there are 5 (five) factors that can reduce turnover intention, namely good leadership, internal and external work environment, high organizational commitment and low role conflict.

These factors must be a concern of a company or organization to be able to retain its employees so that employees can make a good contribution to the development and progress of the company.

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