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Individual and Situational Factors: Literature Review Predictors of Turnover Intention

Glori Cahya Putri[1*], Nida Hasanati[1]
[1](Master in Psychology, University of Muhammadiyah Malang, Indonesia

ABSTRACT : Turnover intention is the intention of individuals or employees to leave the organization where they work. This literature review aims to determine the factors that influence turnover intention. After extraction from 60 journals published in international journals between 2015 – 2020; 29 journals are discussed in this literature review. The result is that there are individual and situational factors that have a significant effect on employee turnover intention. Individual factors that influence turnover intention include demographics, work engagement, job satisfaction and employee organizational commitment. Situational factors of turnover intention such as organizational justice, perceived organizational support, supervisory support, organizational culture and leadership style. This research discussion can be used as a recommendation in further research.

Keywords-Turnover intention, predictor of turnover intention, individual factor, situational factor

I.   INTRODUCTION

The introduction of the paper should explain the nature of the problem, previous work, purpose, and the contribution of the paper. The contents of each section may be provided to understand easily about the paper. Turnover intention is an organizational phenomenon that has become an important issue for decades. This phenomenon is defined as the intention or tendency of employees to leave the organization where they work and move to a different career path[1]–[3]. A study by Cohen, Blake and Goodman (2015) found that turnover intention has a direct influence on actual turnover[4]. This is in line with Lee's research (2019) which reports that turnover intention is a valid proxy for actual turnover. This is a major concern because of its detrimental effect on the effectiveness of organizations and companies. That's a main concern because of its detrimental effect on the effectiveness of organizations and companies. When an employee decides to really leave the organization, there is nothing the leader can do except spend money on hiring and training new employees[5].

More specifically, turnover intention has a negative impact which is divided into two, namely direct and indirect effects. Direct influence is considered as the effect experienced directly by the organization. This effect arises when there is an increase in the cost of training and recruiting new employees where the expenditure to pay for recruitment and training is quite expensive[6]. While indirect influence is considered as an effect experienced indirectly by the organization. This affects internally through employees such as a decrease in job satisfaction, organizational commitment, and employee productivity[7]–[9]. Overall, these negative effects have a major impact on the organization, especially the direct effect where the more costs are spent, the higher the loss to the organization.

Employees who report an intention to leave work may not actually do so and only display various potential behavioral indicators of that intention[10]. One of these indicators is counterproductive work behavior. Research shows that this behavior is significantly related to turnover intention[10]–[12]. Employees who behave counterproductively are associated with negative emotions such as hostility and burnout. In line with this, several studies have found a significant relationship between burnout and counterproductive work behavior which in turn creates employee turnover intention[13]–[15].

Furthermore, turnover intention is not only detrimental to the organization but also the employees concerned, especially when they actually leave the organization. One of the negative effects experienced is low loyalty[16]. Employees who show low loyalty cannot be trusted on the job. In this case, what is important is that the company always takes into account the profit and loss when deciding the fate of an employee who changes

jobs frequently. Thus, lack of loyalty becomes one of the main problems experienced by employees when joining a new organization.

Therefore, regarding the importance of understanding turnover intention, it is necessary to study the factors that can influence or predictors of employee turnover intention. This literature review aims to determine the factors that influence turnover intention.

II.   METHOD

Data were taken from several research journals and aligned with the themes being discussed. The target population in this literature review are all research journals that cover the discussion criteria. In this study, the journals selected from previous studies examined the factors that influence turnover intention. The search for data in this study was carried out through a journal portal website that can be accessed, including:

(1) www.researchgate.net
(2) www.emerald.com
(3) www.sciendirect.com
(4) https://onlinelibrary.wiley.com/
(5) www.springer.com
(6) www.tandofline.com

The keywords used in the journal literature search were turnover intention, predictor of turnover intention, influencing factors of turnover intention and factor of intention to leave, antecedent of turnover intention pdf. Then data was extracted from 60 journals, there were 29 journals for further analysis. This selection is based on subjective criteria where factors that often appear are considered as important predictors of turnover intention.

III.   RESULT

The research journals included in the literature review below were published from 2015 to 2020. There are 3 journals published in 2015, 4 journals published in 2016, 6 journals published in 2017, 4 journals published in 2018, 6 journals published in 2019 and 5 journals published in 2020.

Table 1. Turnover Intention Factors

	Journal	Predictor	Subject
1	Magbity et al., (2020)	Leadership styles (Participatory & Transformational)	250 nurses
2	Mengstie, (2020)	Organizational justice (distributive justice)	197 workers
3	Suifan et al., (2020)	Ethical leadership	324 managers
4	Tukongdi& Shrestha, (2020)	Affective commitment	282 employees
5	Zhang & Li, (2020)	Job satisfaction Work Engagement	212 employees
6	Afzal et al., (2019)	Perceived supervisor support	304 staff
7	Albalawi et al., (2019)	Perceived organizational support Organizational commitment	270 workers
8	Kang &Sung, (2019)	Perceptions of organizational justice	438 staff
9	Lee & Jang, (2019)	Organizational culture	252 nurses
10	Li et al., (2019)	Job satisfaction Organizational commitment	138 workers
11	Memon et al., (2019)	Work engagement	295 employees
12	Hawawu, (2018)	Demographic factors	513 participants
13	Maaitah, (2018)	Leadership style (transformational & transactional)	172 respondent
14	Shafique et al., (2018)	Ethical leadership	196 employees
15	Zhang et al., (2018)	Job satisfaction Work engagement	2426 health inspectors
16	Zhang et al., (2018)	Organizational commitment	298 participants
17	Choi & Chiu, (2017)	Perceived organizational support	172 participants
18	Fazio et al., (2017)	Perceived organizational support Perceived supervisor support	217 employees
19	Gupta &Shaheen, (2017)	Work engagement	228 employees
20	Huang et al., (2017)	Job satisfaction	426 employees
21	Kim et al., (2017)	Organizational justice Organizational culture	300 participants

22	Suifan et al., (2017)	Organizational justice Job satisfaction Organizational commitment	323 employees
23	Ashraf et al., (2016)	Job satisfaction Affective commitment Perceived organizational support Distributive justice	200 employees
24	Chen et al., (2016)	Job satisfaction Organizational commitment	781 female workers
25	Touranji et al., (2016)	Organizational justice	135 nursing
26	Yeun& Han, (2016)	Organizational culture	243 nurses
27	Akova et al., (2015)	Demographic factors	151 employees
28	Azanza et al., (2015)	Authentic leadership	623 employees
29	Gamble & Tian, (2015)	Organizational commitment	1017 employees

IV.   DISCUSSION

Turnover intention isdefined as an employee's intention to leave the organization and the work they do. This usually happens before the end date of the employment contract or in the near future. In general, turnover intention factors can be divided into 2 categories, namely individual and situational factors. Individual factors include the first from demographics such as gender, age, education and work experience. Research by Akova et al (2015) found that male employees have a higher turnover intention than women. In addition, based on age, young employees have lower turnover intention[17]. Also, income level, academic qualifications, age and length of time worked have been found to be strong predictors of turnover intention[18].

In addition to demographics, the second individual factor is work engagement. It is defined as a satisfactory work-related state of mind and is characterized by passion, dedication and absorption[19]. Work engagement refers to resilience and persistence, a sense of inspiration, focus and enjoyment of work. Zhang & Li (2020) found a significant negative relationship where work engagement plays an important role in predicting employee turnover intention[20]. Gupta (2017) and Zhang (2018) also report that work engagement has a significant negative relationship with turnover intention[21], [22]. Employees with high work engagement have energy and enthusiasm in their work, thereby increasing the intention to stay in the organization. Individuals who have high engagement can't be separated from a high sense of job satisfaction.

Several studies found a significant negative relationship between job satisfaction and turnover intention[20], [22]–[27]. In particular, research by Huang et al. (2017) use two independent aspects of job satisfaction, namely Cognitive Job Satisfaction and Affective Job Satisfaction, both of which have a significant negative relationship. However, Cognitive Job Satisfaction has a stronger negative effect on turnover intention than Affective Job Satisfaction[25]. Chen et al (2016) reported that job satisfaction and organizational commitment play a very decisive role for turnover intention.

Li et al., (2019) explains that when there is no job satisfaction such as achievement, recognition and job content often causing organizational commitment to be reduced[26]. Several studies found a negative and significant relationship between organizational commitment and turnover intention[24], [28]. Meanwhile research by Gamble & Tian (2015) divides organizational commitment into three components, namely Affective commitment, Normative commitment and Continuance commitment. This finding reports that Affective commitment and Normative commitment predict turnover intention significantly and negatively, while Continuance commitment positively[29]. Another study also found a negative and significant relationship between affective commitment on turnover intention[27], [30]. This is different from the research of Zhang et al (2018) who conducted research on work-related social media users. It is reported that the use of social media increases organizational commitment which in turn reduces turnover intention[31].

In addition to internal factors, there are also situational factors that cause turnover intention, namely organizational justice. Kim et al (2017) in their research found that organizational justice has a significant and negative relationship on turnover intention[32]. Meanwhile, Mengstie (2020) in his research reveals that the four dimensions of organizational justice namely distributive, procedural, interpersonal and interactional significantly contribute to turnover intention. Distributive justice was found to be the most important predictor of turnover intention[27], [33]. While Tourani's research (2016) which found that among various dimensions of organizational justice, interactional justice is the strongest predictor that affects turnover intention[34]. Meanwhile, research by Suifan et al (2017) found that the overall dimensions of organizational justice have a negative and significant relationship with turnover intention[24].

The next situational factor is related to social support, namely perceived organizational support. Research by Albalawi et al., (2019) found that perceived organizational support is significantly positively

related to organizational commitment which in turn affects the decrease in turnover intention[28]. In line with this, other studies also found that perceived organizational support and turnover intention were negatively and significantly related[27], [35]. In addition, POS is considered to be the strongest predictor affecting turnover intention[35]. Fazio (2017) also reports a similar case where POS is negatively and significantly related to turnover intention. This finding also reveals that apart from POS, there is perceived supervisor support as a predictor of turnover intention, both of which have a significant and negative relationship with turnover intention. However, the results show that the relationship between PSS and turnover intention can be moderated by affective commitment. PSS has a stronger influence on turnover intention in employees who have high commitment than employees with low commitment[36].

Besides perceived organizational, another situational factor is organizational culture. Lee & Jang (2020) in their research on nurses in Seoul, Korea found that organizational culture is negatively and significantly related to turnover intention indirectly[37]. Meanwhile, research by Yeun& Han (2016) classifies organizational culture into three dimensions, namely innovative culture, relational culture and hierarchical culture. This finding reports that organizational culture has an effect on turnover intention. In addition, innovative culture and relational culture have a negative effect on turnover intention, while hierarchical culture has a positive effect[38]. Kim et al (2017) in their research identified authoritarian organizational culture as a predictor for employee turnover intention[32].

Overall the system in the workplace cannot be separated from the control and orders from superiors. A leader will engage in behavior at work that also has an influence on his subordinates[39]. Azanza et al., (2015) in their research revealed that authentic leadership has a negative and significant relationship with turnover intention[40]. Maaitah et al., (2018) found that there is a statistically significant effect for transformational and transactional leadership at a substantial level to influence turnover intention[41]. Meanwhile, other studies reported that participatory and transformational leadership reduce turnover intention, while autocratic and laissez-faire leadership styles increase turnover intention[42]. Furthermore, ethical leadership style was found to have a negative effect on turnover intention and also increases the likelihood of job satisfaction and employee performance which in turn reduces their intention to leave work[43], [44].

V.   CONCLUSION

Based on the discussion, it is known that turnover intention is influenced by individual and situational factors. Overall, the dominant predictor of turnover intention is individual factors, namely organizational commitment and job satisfaction. Employees with high job satisfaction tend to be more committed to the organization. However, it should be underlined that all attitudes, behaviors and events in the workplace cannot be separated from influencing situational factors. This shows that the two factors are interrelated which in turn affects the intention to stay or leave the organization. Therefore, to reduce turnover intention, organizations need to empower and become facilitators for employees to create prosperity in the workplace. The limitation of this research lies in the study of individual and situational factors so that future research is expected to explore determinant variables such as mediators and moderators between turnover intention and related predictors.

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*Corresponding author: Glori Cahya Putri
[1](Master in Psychology, University of Muhammadiyah Malang, Indonesia)