



Factors Influencing Employees' Turnover Intention in the Indonesian Workforce: A Narrative Literature Review

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Abstract. Turnover intention is widely recognized as one of the earliest indicators of potential employee resignation, which in turn can generate considerable organizational challenges such as increased operational costs, the erosion of organizational knowledge, and declining productivity levels. While a significant body of international research has explored the antecedents of turnover intention, studies that specifically provide a narrative synthesis within the Indonesian workforce context remain scarce. Recognizing this gap, the present study seeks to identify the dominant factors that influence turnover intention in Indonesia by conducting a narrative literature review. The review focused on nine selected articles published between 2018 and 2023 in nationally indexed journals. To ensure rigor, the selection was based on predefined criteria: the articles had to employ empirical designs involving full-time employees, apply quantitative research methodologies, and explicitly examine the relationships between independent variables and turnover intention. The data extracted from the studies were analyzed thematically to identify recurring patterns and dominant themes. The analysis revealed four key factors that consistently shaped turnover intention across the reviewed literature. First, job stress was found to be a critical determinant, where prolonged work pressure and role overload significantly increased employees' desire to leave. Second, job satisfaction emerged as a central variable, with dissatisfaction related to compensation, recognition, and career development strongly linked to turnover intention. Third, leadership style played an important role, as authoritarian or unsupportive leadership approaches heightened employees' intention to resign. Finally, the leader's role in fostering workplace relationships and support systems was identified as a factor influencing employee attachment and loyalty. In conclusion, this study contributes theoretically by mapping the dominant factors of turnover intention within the Indonesian context and highlights their interconnections.

Keywords: Employee retention, Job satisfaction, Job stress, Leadership style, Turnover intention

1. INTRODUCTION

Turnover intention, defined as an employee's tendency to seek employment in another organization, represents the initial stage of the actual turnover process. Turnover itself refers to the movement of employees out of an organization (Abdulah, 2012). A high turnover rate can generate negative consequences, such as increased recruitment and training costs, loss of organizational knowledge, and disruptions to productivity (Randhawa, 2007).

The turnover process typically begins with the emergence of an intention to leave the organization (Widjaya et al., 2006). This intention may be triggered by various factors, both individual and organizational. For example, performance evaluations conducted by PT Swakarya Indah Busana Tanjungpinang in 2019 and 2021 indicated a production error rate exceeding the 10% tolerance threshold, signaling low performance and a rise in turnover intention. Furthermore, data from Dale Carnegie Indonesia (Hadi & Amalia, 2019) predict that millennials will dominate up to 70% of the labor market by 2030, with a relatively high turnover

rate. Previous studies have also found that workplace incivility can heighten turnover intention within this generation.

In the increasingly competitive modern business environment, organizations require human resources (HR) who are creative, skilled, and highly competitive. HR serves as the backbone of an organization, where success is determined not only by technical competence but also by job satisfaction, motivation, and positive interpersonal relationships (Handoko, 1987; Busro, 2018). However, the factors influencing turnover intention are often complex and diverse, encompassing personal, organizational, and environmental dimensions (Mueller in Yuniar, 2008).

Although numerous studies have examined the causes of turnover intention, existing findings remain fragmented and, at times, contradictory—particularly in the context of employees in Indonesia. Therefore, a literature review synthesizing recent research is needed to map the dominant factors influencing turnover intention. Such knowledge is expected to assist organizations in designing more effective employee retention strategies in today's globally competitive environment.

2. METHOD

This study employed a narrative literature review approach to identify factors influencing turnover intention among employees in Indonesia. Literature searches were conducted through Google Scholar and nationally indexed journals listed in Sinta, using the following keywords: “turnover intention among employees,” “factors of turnover intention,” and “determinants influencing turnover intention.” The publication period was restricted to 2018–2023 to ensure relevance to current developments.

- a) Article selection was based on the following inclusion criteria:
- b) Empirical research explicitly presenting factors affecting turnover intention among employees.
- c) Study participants were full-time employees.
- d) Quantitative research design examining the relationship between variables and turnover intention.
- e) Published in the Indonesian language in nationally indexed journals.

Exclusion criteria included articles that did not present valid research findings or variables unrelated to turnover intention. Based on these criteria, nine articles were identified as eligible and analyzed thematically. These articles are presented in Table I.

Table 1. Selected Articles on Factors Influencing Employee Turnover Intention

No	Author(s), Year, Title, Journal	Subjects	Methods	Main Findings
1.	Barage, P., & Sudarusman, E. (2022). Pengaruh Work-Life Balance, Stres Kerja, dan Kepuasan Kerja terhadap Turnover Intention (studi pada pekerja generasi milenial di Yogyakarta)	100 participants working in start-up and conventional companies, aged 21–40 years.	Quantitative, Multiple Linear Regression	(1) Job stress increases turnover intention. (2) Job satisfaction has a positive and significant effect on turnover intention.
2.	Basyah, M. A., Santama, A. B., & Suyanto, U. Y. (2021). Pengaruh Stres Kerja Dan Organization Citizenship Behavior Terhadap Turnover Intention Dimoderasi Oleh Kepuasan Kerja	123 employees of PT Trimitra Sakti Lamongan (Jan–Apr).	Quantitative, Moderated Regression Analysis	(1) Job stress significantly affects turnover intention. (2) Psychological satisfaction is an indicator that can influence job satisfaction.
3.	Febrian, M., Rickot, C., & Nofiyansyah, V. (2022). Pengaruh Gaya Kepemimpinan dan Stres Kerja Terhadap Turnover Karyawan Mahasiswa/Mahasiswi di Daerah Pamulang	111 student workers in Pamulang.	Quantitative, Multiple Linear Regression	(1) Job stress influences turnover intention. (2) Leadership style influences turnover intention.
4.	Irfan, M., & Putra, A. R. (2021). Dampak Kepemimpinan dan Rotasi Kerja terhadap Turnover Intention	79 employees in a garment company in Sidoarjo.	Quantitative, Multiple Linear Regression	Leadership roles can lead employees to consider leaving the company.
5.	Prayogi, M. A., Koto, M., & Arif, M. (2019). Kepuasan kerja sebagai variabel intervening pada pengaruh work-life balance dan stres kerja terhadap turnover intention	152 randomly selected employees.	Quantitative, Path Analysis (Mediation Test)	Job stress indirectly influences turnover intention through job satisfaction, with a negative effect.
6.	Purwati, A. A. (2021). Pengaruh Beban Kerja, Lingkungan Kerja dan Job Insecurity Terhadap Turnover Intention Karyawan PT. Bumi Raya Mestika Pekanbaru	98 employees selected using non-probability sampling via questionnaire.	Quantitative, Multiple Linear Regression	Workload is perceived by respondents as an important factor in turnover intention.
7.	Utomo, K. H., & Prasetyo, A. P. (2018). Pengaruh Kepuasan Kerja Terhadap	300 employees of PT Kawan Lama DC Jababeka Cikarang,	Quantitative, Multiple Linear Regression	Job satisfaction has a significant negative

	Turnover Intention (Studi pada PT Kawan Lama DC Jababeka Cikarang)	selected convenience sampling.	via	effect on turnover intention.
8.	Ardianto, R., & Bukhori, M. (2021). Turnover Intentions: Pengaruh Kepuasan Kerja, Komitmen Organisasional dan Stres Kerja	59 employees of PT Taruma Mandiri Indonesia.	Quantitative, Multiple Linear Regression	Job satisfaction and job stress have a positive effect on turnover intention
9.	Kuswahyudi, I. J., Setiadi, P. B., & Rahayu, S. (2022). Pengaruh Kompensasi, Motivasi dan Beban Kerja terhadap Turnover Intention Karyawan pada PT. Berkah Kawasan Manyar Sejahtera	100 employees selected using saturated sampling.	Quantitative, Multiple Linear Regression	Workload significantly influences turnover intention.

3. RESULTS AND DISCUSSION

Pasewark and Strawser (1996) define turnover intention as an individual's intention to seek alternative employment outside the organization, which has not yet manifested into actual behavior. Similarly, Suwandi and Indranto (1999) describe turnover intention as an attitude reflecting an individual's evaluation of the continuation of their relationship with the organization, without a definitive decision to resign.

Mobley (1986) emphasizes that the intention to leave an organization is a dominant predictor of actual turnover. The level of turnover directly affects the costs associated with recruitment, selection, and training, and can disrupt operational efficiency—particularly when departing employees possess valuable skills and experience. Nonetheless, Dalton and Todor (1981, in Irwandi, 2002) argue that turnover can also yield positive outcomes, such as creating opportunities for individuals with high motivation, skills, and loyalty to join the organization.

This literature review identifies turnover intention as being influenced by interrelated and complex factors. Four primary factors emerged as the focus of discussion: job stress, job satisfaction, leadership style, and the role of leaders within the organization.

A. Job Stress

Job stress refers to the pressure experienced by employees while performing their duties or responsibilities, which may stem from work-related factors or external circumstances. Various aspects of the job such as high levels of responsibility, performance evaluations, coordination during termination processes, and downsizing counseling can serve as significant sources of stress for some individuals (Badu & Djafri, 2017).

Multiple studies have demonstrated that job stress has a positive and significant effect on turnover intention. Hidayati and Rizalti (2021) found that among millennial workers in Yogyakarta, higher levels of job stress were associated with a greater desire to leave the organization. This finding is consistent with the work of Agustina (2013) and Suhanto (2009), who reported that job stress significantly drives turnover intention, either directly or through mediating variables such as job satisfaction.

Further evidence from Prasetyo and Ramdhani (2018, 2019), Wulansari et al. (2017), and Wasposito et al. (2013) reinforces that elevated stress—whether originating from the individual, group, organizational, or external environment—tends to increase employees' intentions to seek alternative employment or switch professions.

B. Job Satisfaction

Job satisfaction occurs when there is no significant gap between an employee's expectations and their actual experience, as the minimum desired standards have been met. In other words, job satisfaction reflects the degree to which an individual's psychological contract with the organization is fulfilled. Higher levels of job satisfaction are typically found among individuals who perceive a balance between the contributions they make and the benefits they receive from the organization (Indrasari, 2017).

Hidayati and Rizalti (2021) found that job satisfaction has a positive and significant effect on turnover intention among millennial workers in Yogyakarta. This indicates that higher job satisfaction was unexpectedly associated with a greater desire to leave the organization. This phenomenon may be explained by the characteristics of the millennial generation, who tend to seek challenges, display creativity, be analytical and collaborative, demonstrate flexibility, and value professional development (Deloitte, 2019).

The relationship between job stress and job satisfaction supports As'ad's (2010) theory, which identifies psychological satisfaction as one of the indicators of overall job satisfaction. Psychological satisfaction encompasses peace of mind, attitudes toward work, stress levels, and the alignment between skills and job requirements. Consequently, high job stress can reduce job satisfaction, which in turn influences employees' intentions to leave.

These findings have practical implications for management, such as for PT Kawan Lama, to consistently monitor and enhance employee job satisfaction as a means to more effectively manage turnover intention. Furthermore, the results provide opportunities for future research by incorporating other relevant variables.

C. Leadership Style

Leadership style can be defined as a set of methods or approaches used by leaders to influence their employees in order to achieve organizational goals. Zainal et al. (2017) describe it as a method that enables leaders to guide and mobilize subordinates toward achieving shared objectives. Busro (2018) emphasizes that an effective leadership style encourages subordinates to willingly carry out instructions without feeling pressured, thereby fostering harmonious cooperation in the pursuit of organizational goals.

A study by Pratama and Sriathi (2015) in Bali found that leadership style influences both job stress and turnover intention among working students. The findings indicate that leaders who provide clear direction regarding tasks and responsibilities to their subordinates can enhance performance and reduce potential job stress, which in turn decreases employees' intentions to leave their jobs.

D. The Role of Leaders in the Workplace

Leadership is the ability of an individual to influence others in order to achieve specific objectives (Oetomo et al., 2004). Darmawan (2008) states that effective leadership occurs when an individual is granted the authority by the business owner to take responsibility for directing task execution appropriately. An organization can be considered empowered when it is able to manage and mobilize its human resources optimally (Putra, 2017).

Previous studies have shown that effective leaders are capable of accurately understanding employees' abilities, allowing for continuous task placement that serves as a pathway for performance and productivity development. Conversely, a leader's failure to identify employee competencies and assign tasks aligned with their talents and capabilities can potentially lead to various future problems, such as decreased work motivation and an increased turnover intention (Darmawan, 2010).

4. CONCLUSION

Turnover intention is an early indicator of employee turnover, reflecting an individual's intention to seek new employment in another organization, even if it has not yet materialized into actual behavior. High turnover rates represent a strategic issue that can have negative consequences for organizations, such as increased recruitment and training costs, loss of organizational knowledge, and reduced productivity. This phenomenon is complex, as it is influenced by both individual and contextual factors.

The findings of this literature review identify four main factors influencing turnover intention: job stress, job satisfaction, leadership style, and the role of leaders in the workplace. These four factors are interconnected and have the potential to influence an employee's decision to remain in or leave an organization.

RECOMMENDATIONS

This review is limited by the number of studies analyzed and its scope, which focuses solely on the context of employees in Indonesia. Therefore, future research is recommended to expand the range of literature sources, including international studies, and to consider additional variables such as work motivation, organizational culture, and career development opportunities.

For practitioners, the findings of this review can serve as a reference for designing comprehensive employee retention policies. These should include monitoring job stress levels, enhancing job satisfaction, implementing effective leadership styles, and optimizing the role of leaders in supporting employee development. An integrated approach is expected to reduce turnover intention while simultaneously improving organizational performance and competitiveness.

LIMITATIONS

This literature review has several limitations. First, the number of articles reviewed is limited to only nine studies, meaning that the findings may not fully represent all research on turnover intention in Indonesia. Second, all analyzed articles were published in the Indonesian language, which limits the inclusion of insights from international or cross-cultural studies. Third, the study employed a narrative literature review approach without meta-analysis, resulting in relatively limited generalizability of the findings. Fourth, most of the reviewed articles utilized quantitative research designs with survey-based approaches, thereby excluding qualitative perspectives that could provide deeper insights into employees' motivations and experiences.

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