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Why Turnover Intention Still High Among Employee? Review Systematic to Factor Causes and Impacts

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ABSTRACT

The phenomenon of turnover intention, namely the desire of employees to leave an organization, remains a major challenge despite the implementation of various management strategies. This study aims to identify the factors causing turnover intention and its impact on organizations through a Systematic Literature Review (SLR) based on the PRISMA-ScR guidelines. The articles reviewed included empirical studies related to turnover intention published between 2015 and 2025, in English or Indonesian, and available in full text. The literature search was conducted through Scopus, ScienceDirect, and Google Scholar using a Boolean combination of ("turnover intention" OR "employee turnover" OR "intention to quit" OR "resignation intention" OR "intention to leave" OR "employee retention") AND ("employee" OR "staff" OR "worker" OR "personnel"). Scopus identified 200 articles, with 37 eliminated, leaving 163 articles eligible for review. Google Scholar retrieved 17,200 articles, but only 15 were relevant. After further selection and quality assessment, 30 articles were analyzed. The study results showed that the main factors influencing turnover intention include job dissatisfaction, work stress, low organizational commitment, ineffective leadership styles, minimal support, and limited career development opportunities. These impacts include decreased productivity, increased HR costs, and weakened morale. These findings underscore the importance of retention strategies that focus on well-being and organizational support to reduce turnover

INTRODUCTION

In context modern organization, employees expected own loyalty and resilience in face pressure Work (Ahmad Saufi dkk., 2023). Based on review psychology career, individual in phase maturity career ideally capable adapt self with demands work and care balance life personal-professional (Zhang et al., 2020). However, various empirical studies show that intention for leave job (turnover intention) remains high in many sector (Asri, 2022) Phenomenon This reflects mismatch between theoretical ideals about stability career and reality psychosocial in the environment Work contemporary (Maria Niasty Hia et al., 2024). Study This aim for identify factors consistent from turnover intention in ten years lastly, evaluate its impact on performance and well-being employees, as well as develop an integrative model that explains connection between relevant internal, external, mediator, and moderator variables (Ahmad Saufi et al., 2023)

In a way empirically, the level of turnover intention is still becoming a significant global issue. Data from (Institute Work, 2023) show that the average employee turnover rate in the world is around between 18–22% per year, with sector hospitality and retail occupy position highest. In Indonesia , (Junaidi et al., 2022)research conducted by find that turnover intention level in the company manufacturing Enough high , especially influenced by factors stress work and conflict work – family , which in the end impact on low commitment organization . The fact is show that turnover intention is not only become problem local , but also reflects global challenges that have an impact wide to stability organization .

Findings from results synthesis against 30 articles analyzed show that although various organization has strengthen system management source Power human , level intention move Still still high . Research by(Oliviani et al., 2021) find that perception insecurity Work influential direct to desire employee For leave organization . Similar results were also expressed by(Melhem dkk., 2020) as well as (Azeem et al., 2020), which shows that

burnout and stress Work is factor dominant in increase turnover intention, especially in the sector health and education. Conditions the indicates existence gap empirical between ideal resilience career and the realities faced employees on site Work.

From the side theoretical, literature show Not yet existence consensus about factor main causes of turnover intention. A number of studies emphasize importance internal factors, such as fatigue emotionally, low motivation work, and efficacy self as determinant main intention move. Research (Back et al., 2020) for example, showing that regulations emotions and resilience play a significant role in pressing intention employee for out. In contrast, other studies highlight role factors external like style leadership, culture organization and system fair compensation as factor dominant in influence turnover intention (Salju et al., 2023). The difference findings This show the existence of a theoretical gap in understand domination factors causes of turnover intention.

Various results study previously participate strengthen view about complexity phenomenon This.(Brougham & Haar, 2020) identify low involvement Work as trigger main turnover intention in the sector service.(Cao et al., 2020) find that pressure work and conflict role increase intention moving , especially in the younger generation young. (Rustiawan, 2023)show that perception to injustice organization as well as connection with leadership participate influence decision to resign, while (Johan et al., 2020) find that welfare psychological and balance work-life can lower trend the results . This show that turnover intention is multidimensional phenomena influenced by interactions various factor psychological and organizational .

Variation findings the confirm that turnover intention is not can explained only through One approach theoretical . There is interaction complex between aspect psychological , structural , and contextual factors that form behavior employees on site work . A number of research also identified role mediator variables such as employee engagement ,

commitment organization , and satisfaction bridging work influence stressors external to intention moved. However , not yet Lots studies that test role variables the in a way simultaneously , so that required review systematic that unites various findings empirical For get greater understanding comprehensive .

Urgency study This lies in the size impact turnover intention to sustainability organization . The height turnover rate can increase cost recruitment and training, reducing productivity, as well as reduce cohesion social in place work . At the level individual , intention move often accompanied by stress work , decline welfare psychologically, and increasing interpersonal conflict. Therefore that, understanding factor causes and consequences of turnover intention in general comprehensive become step important in formulate policy retention effective and employee - based proof scientific (evidence-based HR).

Novelty study This lies in the approach systematically used for review literature national and international in range 2015–2025 period , with evaluation quality methodological based on the JBI Critical Appraisal Checklist. Approach This allows more mapping accurate to the most influential internal and external factors , as well as identification related global trends turnover intention phenomenon in various sector industry . In addition , research This make an effort integrate perspective psychology organization and psychology development in explain imperviousness career in employees adults , so that give contribution conceptual and practical for management strategy development source Power sustainable human beings .

METHODS

Study This apply Systematic Literature Review (SLR) approach arranged based on PRISMA- ScR guidelines For browse as well as analyze factors causes and effects from employee turnover intention . Criteria inclusion covers article empirical speaking English and Indonesia published between 2015 and 2025, available in text complete, and focuses on the topic of turnover intention in various sector job. The criteria are exclusion covering article conceptual, writing, opinion, research that is not relevant, and unpublished script fulfil standard quality according to the JBI Critical Appraisal Checklist. The search process literature done through three main databases , namely Scopus, Science Direct, and Google Scholar, with use combination Boolean operators (“ Turnover intention” OR “employee turnover” OR “Intention to quit” OR resignation intention” OR “intention to leave” OR “employee retention”) AND (“employee” OR “ staff ” OR “worker ” OR “personnel) , as well as apply limitation year publication 2015-2025, in English English or Indonesia, and access the full text. From the results search beginning 17,400 articles were found, then 17,222 of them eliminated Because No fulfil criteria relevance , so that 178 articles remain , and after the selection process more next , 30 articles fulfil standard quality and use in analysis end.

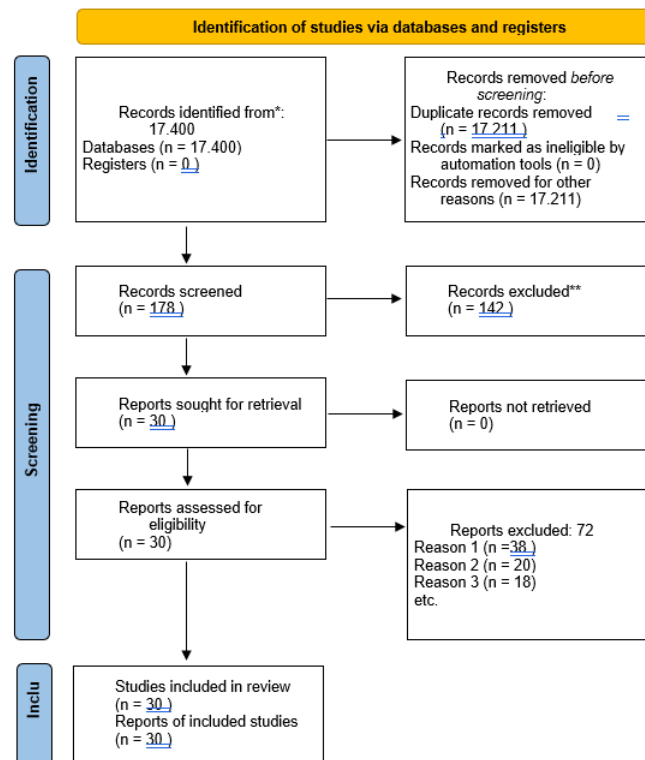


Figure 1. Identification Of Studies Via Databases and Registers
Source: Researcher's Personal Documentation (2025)

The flowchart in the PRISMA diagram explains the complete process of screening articles in a scoping review. After conducting an initial search across various databases, researchers obtained a total of 17,400 publications. Most of these findings were then discarded because they were identified as duplicates, leaving only 178 articles to proceed to the title and abstract review stage. From this initial review process, 142 articles did not meet the inclusion criteria and were therefore eliminated.

The remaining 30 articles were then requested for full-text versions, and all were successfully accessed. In a further evaluation stage, through full-text reading, several articles were again excluded because they did not meet the focus or methodological requirements of the study. After all these selection stages, 30 studies were finally deemed eligible and included as part of the review. This diagram shows how the selection process was carried out systematically, stepwise, and transparently according to PRISMA-ScR standards.

RESULTS AND DISCUSSION

Table 1. Characteristics of Research Results in Journals No. 1-7

No	Author & Year	Sample	Research purposes	Key Results
1.	(Back et al., 2020b)	606 nurses in 6 Korean hospitals	Testing the mediation of burnout between emotional burden and turnover intention	Burnout partially/fully mediates the relationship between emotional burden and turnover; it is not significant for emotional demands and regulation.
2.	(Parmar et al., 2022)	712 lecturers of private universities in Pakistan	Testing the burnout model (EE, cynicism, efficacy) and its influence on turnover.	Burnout → turnover; organizational commitment mediates; subjective vitality moderates the burnout–turnover relationship.
3.	(Johan et al., 2020)	50 outsourcing employees	Testing the relationship between job insecurity and turnover intention.	Job insecurity is significantly positively related to turnover intention (p = 0.047).
4.	(Damayanti & Khatimah, 2025)	100 Gen Z workers	The influence of WLB & organizational culture on turnover, mediated by engagement.	WLB, organizational culture, and engagement → reduce turnover; engagement mediates both.
5.	(Wibowo et al., 2024)	100 Gen Z Surakarta.	Gen Z turnover factor analysis.	Transformational leadership, WLB, and work stress significantly influence turnover intention.
6.	(Rinaldi G & Ramli H, 2023)	140 private employees in Jakarta.	The influence of transformational leadership → turnover, mediated by satisfaction & commitment.	Job satisfaction reduces turnover; satisfied employees tend to be loyal.
7.	(Surahman, 2023)	171 BRI employees	Testing the relationship between emotional intelligence and turnover intention.	Emotional relationship negative significant with turnover intention.

Source: Researcher's Personal Documentation (2025)

Table 2. Characteristics of Research Results in Journals No. 8-15

No	Author & Year	Sample	Research purposes	Key Results
8.	(Oliviani et al., 2021)	194 employees of PT X Pasuruan	Quality of work life → turnover intention	Job security is the strongest factor in reducing turnover; QWL has a greater influence than demographic factors.
9	(Raniah Julyan & Prawitowati, 2025)	207 employees	The relationship between job satisfaction, turnover intention, and quiet quitting.	Job satisfaction is negatively related to turnover intention.
10.	(Snow et al., 2023)	60 employees of PT Bestprofit Futures	The effect of compensation → turnover, mediated by organizational commitment.	Compensation & commitment significantly influence turnover; commitment mediation is not strong.
11.	(Labib Fauzan & Salendu, 2021)	170 employees of PT XYZ	Workplace incivility → turnover; the role of grit as a moderator	Incivility ↑ turnover; grit does not moderate.
12.	(Yücel, 2021)	Turkish healthcare professionals	TL → turnover through employee performance..	Performance mediates; TL reduces turnover through improved performance.
13.	(Albrecht and Marty, 2020)	623 workers from various organizations	Job resources & personality factors → engagement, commitment, turnover.	Job resources & personality influence engagement & turnover; the model explains 33% of the variance in turnover intention.
14.	(Azeem et al., 2020)	Pakistani bank employees (T1-T2)	The impact of psychological contract breach (PCV) on turnover.	PCV ↑ turnover; mediation through significant disengagement.
15.	(Melhem et al., 2020)	192 hospitality sector employees	Customer incivility, empowerment, and turnover intention.	Customer incivility ↑ revenge intention; turnover intention moderates; three-way interaction is significant at high empowerment.

Source: Researcher's Personal Documentation (2025)

Table 3. Characteristics of Research Results in Journals No. 16-24

No	Author & Year	Sample	Research purposes	Key Results
16.	(Bao & Zhong, 2021)	MPA students (public sector workers)	Job stressors (challenges vs. hindrances) → turnover, mediated by organizational identification.	PSM moderates hindrance stressors; challenge & hindrance stressors have different effects on turnover.
17	(Barthauer et al., 2020)	385 scientists, 3 waves	Burnout → career exit intention; mediating role of employability & career satisfaction.	Burnout ↑ turnover intention; employability & career satisfaction mediate; departmental support partially moderates.
18	(Boudrias et al., 2020)	Canadian Nurses	Role ambiguity & role conflict → turnover; moderated by basic needs.	Job demands ↑ turnover only when the need for autonomy is low.
19	(Brougham and Haar, 2020)	1,516 employees (US, Australia, New Zealand)	Testing the influence of technological threats on turnover intention.	Technological threats ↑ job insecurity → ↑ turnover intention; effects differ across countries.
20	(Caillier, 2021)	Small agency employees, managers, executives.	Assessing the impact of work aggression on satisfaction, stress, work meaning, and turnover.	Work aggression ↓ job satisfaction & meaning; ↑ turnover intention.
21	(Califf and Brooks, 2020)	416 K-12 teachers (US).	Assessing the role of technostress on burnout & turnover intention.	Technology overload & invasion ↑ burnout, disrupt WLB, and trigger turnover.
22.	(Cao et al., 2020)	369 newly licensed nurses (Beijing).	Assessing the influence of organizational justice & service quality on turnover.	Organizational justice ↓ turnover directly & through engagement.
23.	(De Clercq et al., 2020)	Employees of 6 organizations (Pakistan).	Testing coworker support → job stress → turnover; reviewed together with political skill & despotic leadership.	Coworker support ↓ stress & turnover, especially in employees with low political skills.
24	(Dodanwala et al., 2023)	308 construction project staff (Sri Lanka).	Testing the influence of role stressors on turnover.	Role ambiguity, role conflict, and WFC ↑ turnover intention.

Source: Researcher's Personal Documentation (2025)

Table 4. Characteristics of Research Results in Journals No. 25-30

No	Author & Year	Sample	Research purposes	Key Results
25	(Favaro et al., 2021)	1,008 new graduate nurses (Canada).	Assessing the relationship between bullying, structural empowerment, and turnover.	Bullying ↑ turnover; structural empowerment ↓ bullying & turnover; male nurses experience higher bullying.
26.	(An et al., 2022)	133 new nurses (8 weeks of work).	Assessing the relationship between work stress, sleep disturbance, and turnover intention.	Job stress & sleep disturbance = significant predictors of turnover intention.
27.	(Qonita & Wayan Sukmawati Pupitadewi, 2022)	351 Surabaya millennials (aged 24-29).	Testing the relationship between quarter-life crisis and turnover intention.	Quarter-life crisis ↑ turnover intention significantly.
28.	(Pamungkas et al., 2023)	191 employees of Hermina Hospital Sukabumi.	Testing the relationship between overtime hours and turnover intention.	High overtime hours → high turnover intention.
29.	(Rustiawan, 2023)	150 employees of fashion company.	Testing the influence of motivation, salary, and organizational climate on turnover intention.	High motivation, salary satisfaction, and positive climate → reduce turnover intention.
30.	(Ulhusna F & Utami, 2020)	31 Gen Z employees (Solo).	Testing the influence of employee engagement on turnover.	Low engagement → high turnover intention (significant negative relationship).

Source: Researcher's Personal Documentation (2025)

Based on results the synthesis listed in Table 1, the majority study show that factor psychological and organizational own influence significant to turnover intention in various context jobs and groups demographics . Research by (Back dkk., 2020) identifying that burnout play a role as a mediator in connection between pressure emotional and desire move work as a nurse clinical in Korea. Fatigue

emotional proven become track connector between interpersonal conflict , burden emotional , as well as low support organization to intention For go out from work . Findings This strengthen that emotional exhaustion is one of the most consistent predictor in increase turnover intention in the sector service public . In line with findings said , the study (Parmar et al., 2022)confirm that emotional exhaustion ,

cynicism, and low efficacy professional own effect direct to Job burnout and turnover intention among lecturers at private universities in Pakistan. Commitment organization act as an important mediator that strengthens connection between burnout and intention move, while vitality subjective functioning as a positive moderator that suppresses effect negative effects of burnout on intention leave work.

Study (Johan et al., 2020) find existence connection positive between job insecurity and turnover intention in university outsourcing employees; increasingly tall uncertainty work, more and more there is also a big tendency employee For go out from organization. Some study highlight characteristics Generation Z. Penelitian (Damayanti & Khatimah, 2025) shows that work-life balance, culture organization and employee engagement influential negative to turnover intention. Employee engagement also plays a role as a mediator who explains How balance life work and culture positive organization can pressing desire move. Similar results obtained by Wibowo, Susilowati, and Setiyawan (2024), who found that leadership transformational, balance work-life, as well as stress Work influential significant to turnover intention in generation young in Surakarta.

From the perspective leadership and satisfaction work, research (Rinaldi G & Ramli H, 2023) confirm that satisfaction Work mediate connection between transformational leadership and intention move work. The more tall level satisfaction work, more and more low trend For leave organization. The same thing stated by (Raniah Julyan & Prawitowati, 2025) the observer existence connection negative between satisfaction work and turnover intention, especially in context phenomenon quiet quitting among employee young people in East Java. Apart from the factors organizational, characteristics individuals also become predictor important. (Surahman, 2023) find that intelligence emotional relate negative with turnover intention among BRI employees. Individuals with ability regulations good emotions tend more loyal and easier adapt, even though level

awareness highly emotional sometimes make they more sensitive to mismatch between expectations and conditions work that can trigger desire move.

From the side environment Work, (Oliviani et al., 2021) confirm that quality of work life (QWL) has connection negative with turnover intention, where the aspect job security is most influential dimensions to intention endure employees in the sector manufacturing. Findings This in line with results study (Salju et al., 2023) which states that compensation and commitment organization can suppress turnover intention, even though effect mediation commitment organization No too strong. Aspect behavior social also gets attention. (Labib Fauzan & Salendu, 2021) find that workplace incivility is related positive significant with turnover intention, while grit does not show effect meaningful moderation. This indicates that behavior negative in place Work can in a way direct trigger intention out, off from toughness individual.

From the perspective international, (Yücel, 2021) show that performance individual become a mediator in connection between transformational leadership and turnover intention in workforce health in Turkey. Support from leader transformational increase performance, which ultimately lower intention move. (Albrecht & Marty, 2020) using the Job Demands Resources (JD-R) model to explain that difference personality like activeness, perseverance, and courage social influential to involvement work, commitment affective, as well as intention move. This model explain up to 69% variation engagement and 33% variation in turnover intention, confirming importance aspect psychological individual. (Azeem et al., 2020) find that violation contract psychological (psychological contract violation) has connection positive with turnover intention through mediation of work disengagement, not satisfaction work. This is signify that lost meaning and involvement in work become track main going to intention move.

In the sector hospitality, (Melhem dkk., 2020) reveal that empowerment employees and customers interact incivility in influence intention reply feud and turnover intention, showing

complexity factor situational in the industry service. (Bao & Zhong, 2021) highlighting two types stressors work, namely challenge stressors and hindrance stressors, which provide effect different on turnover intention. Identification organization act as a mediator, while public service motivation (PSM) moderates influence stressors obstacles, but not on stressors challenge. (Barthauer et al., 2020) confirm that burnout has connection positive with desire leave career academic, mediated by perception Power internal sales and satisfaction career, as well as moderated by support department. This is confirm importance environment supportive work in maintain power professional.

In context health, (Boudrias et al., 2020) highlight that satisfaction need autonomy moderate connection between ambiguity role and turnover intention. Pressure Work only increase intention move when need autonomy employee No fulfilled.

Finally, the research (Brougham & Haar, 2020) find that perception to threat disruption technology is factor new that affects intention move. Employees who feel his position threatened by automation or digital transformation shows trend more tall For look for work that is considered more safe in a way career.

In a way overall, results synthesis This describe that turnover intention is multidimensional phenomena influenced by a combination factor individual (emotions, personality, grit), factors organization (culture, leadership, compensation, commitment), as well as factor contextual (stress work, disruption technology, burnout). Findings the show shift paradigm study from focus narrow on satisfaction Work going to approach integrative which emphasizes balance between need individuals and dynamics modern organization.

Based on Table 2 of the 30 articles analyzed, in general general found that high turnover intention in various sector work caused by interaction complex between internal and external factors. The majority studies confirm that aspect psychological individual such as burnout, stress work, dissatisfaction work, low support social, as well as intelligence emotional play a role significant in push intention employee For

leave organization. This is looks clear in study (Back dkk., 2020), (Parmar dkk., 2022), and (Surahman, 2023), that shows that fatigue emotional, vitality low, and inability manage emotion participate strengthen turnover tendency.

Beside internal factors, evidence strong also shows that condition external organization give contribution big to the formation of turnover intention. Factors such as style leadership, culture organization, work life balance, compensation, and job insecurity are proven play a role determine. Research by (Rinaldi G & Ramli H, 2023), (Damayanti & Khatimah, 2025), as well as (Wibowo et al., 2024) reveal that leadership transformational that is not effective, organizational culture that is not support, and the bad balance life Work increase desire employee For out. In addition, compensation that is not competitive, as explained in study (Salju dkk., 2023), participate push increasing intention out, especially in the sector with burden Work tall.

A number of studies highlight the role of work stressors as trigger direct the emergence of turnover intention. Stressors such as workplace incivility (Labib Fauzan & Salendu, 2021), and techno stress on workers educator (Califf & Brooks, 2020), as well as work role stress in industry construction (Dodanwala et al., 2023) found consistent strengthen intention employee For stop. In addition, the factor health psychological like disturbance Sleep discussed by (An et al., 2022) also shows influence significant, indicating that condition physiological participate make things worse intention go out.

Interestingly, a number of study identify existence mechanism mediation and moderation that shows that turnover intention is not stand on one determinant single, but is results from a series of psychological and organizational processes. Employee engagement, for example, has been shown to become an important mediator in connection between work life balance and turnover intention (Damayanti & Khatimah, 2025). Likewise, support colleague Work can reduce effect negative job demands on turnover intention (Azeem et al., 2020). In fact, political ineptness and style

leadership despotic found strengthen the impact of job stress on desire For go out .

Various instrument used in research said , starting from scale classic such as Mobley, Bluedorn, Bothma & Roodt, to tool measuring one item like in studies (Cao et al., 2020)and (An et al., 2022). Variations This show that even though turnover intention has coverage broad concept , measured aspects still consistent , namely thought For out , desire leave organization , and search work new .

A number of research also highlights issue specific generation , especially Generation Z, which tends to shows higher turnover intention tall consequence expectation different work , preferences culture Work certain , as well as need will flexibility . Study (Wibowo et al., 2024), (Raniah Julyan & Prawitowati, 2025), and(Ulhusna F & Utami, 2020) confirm matter this , even show the phenomenon of quiet quitting as a significant mediator in connection between satisfaction work and intention out in groups generation young .

Context industry also plays a role in determine high turnover intention. In the sector health , burden emotional and uncertainty Work increase intention go out (Back dkk., 2020); (Favaro dkk., 2021). In the sector technology , pressure digitalization and techno-stress worsen intention go out (Califf & Brooks, 2020). Temporary that , in the industry construction and manufacturing , role stress as well as compensation low become factor main turnover intention (Dodanwala dkk., 2023; Rustiawan, 2023).drivers

One of findings significant originate from study scale international like studies (Brougham & Haar, 2020)which shows that disruption technology increase job insecurity broad and has an impact on increasing turnover intention, especially in developing countries . The findings This confirm that factor structural factors at the macro level also influence turnover intention dynamics .

In a way Overall , the results of this SLR show that turnover intention is phenomenon multidimensional influenced by interactions between factor psychological individual , condition organization , characteristics work , quality

leadership , context industry , up to change technology . Consistency findings cross sectors and countries affirm that turnover intention is still become issue strategic needs get attention special in management source Power modern humans .

CONCLUSION

In a way general, results review systematic This show that turnover intention is emerging multidimensional issues from combination between factor psychological, condition organization, demands work, as well as trend values and preferences each generation employees. Consistency findings in various sector industry indicates that height intention go out No solely originate from individual , but also reflects quality management source Power man in something organization. Therefore that is , a comprehensive understanding to dynamics that influence turnover intention runway important for organization For designing effective and sustainable retention strategies.

Based on synthesis findings research , organization need formulate a holistic retention strategy with give attention to improvement welfare psychological employees , strengthening style supportive leadership , as well as create culture responsive work to need cross generation , especially Generation Z. Besides that , research upcoming recommended For develop a more theoretical model latest with consider influence digitalization , transformation pattern work , and dynamics socio-cultural , so that understanding regarding turnover intention can become more comprehensive and relevant with current development.

DISCUSSION

The various variables in the table show varying influences on turnover intention. In general, the factors most strongly influencing employee intention to leave are variables related to work behavior and the quality of employee relationships within the organization, particularly quiet quitting and employee management.

The phenomenon of quiet quitting, where employees perform minimally without emotional attachment, has been demonstrated in various studies

as a strong predictor of turnover intention. A study by (An et al., 2022) showed that quiet quitting decreases job satisfaction and affective commitment, ultimately increasing turnover intention. In this study, psychological withdrawal was shown to make employees feel less connected to the organization and more likely to seek alternative employment. Furthermore, (An et al., 2022) also found that low psychological safety amplified the negative effects of quiet quitting, making it easier for employees to lose their organizational commitment. This finding is consistent with previous research on disengagement, which shows that employees who feel unappreciated or psychologically unsafe are more likely to express intention to leave.

Furthermore, employee management was also shown to be a critical factor. Research by (Bani-Melhem et al., 2020) shows that poor leadership style and ineffective superior-subordinate communication significantly increase work stress and decrease job satisfaction two factors strongly associated with turnover intention. Another study by (Damayanti & Khatimah, 2025) confirms that perceptions of injustice within an organization can double the likelihood of turnover. These findings suggest that management quality, clarity of communication, and a sense of fairness significantly determine how employees perceive their relationship with the organization, thus becoming the most influential factors in the decision to stay or leave a job.

Conversely, variables related to individual characteristics such as age, tenure, or other demographic factors generally show weak or even insignificant effects. For example, (Rinaldi G & Ramli H, 2023) in their meta-analysis confirmed that demographic variables contribute only a very small influence on turnover intention compared to psychological and organizational factors. Similar findings were reported by (Cao et al., 2020), who explained that age and tenure do not directly influence turnover intention, except when influenced by other factors such as burnout or job dissatisfaction. Thus, these personal characteristics serve more as background factors that may

strengthen or weaken certain conditions, but are not the primary determinants of turnover.

Based on these findings, it can be concluded that the most influential factors on turnover intention are behavioral and organizational aspects, particularly quiet quitting and the quality of employee management, because both directly influence employee engagement, psychological well-being, and perceptions of fairness. Conversely, personal attributes such as age and tenure are the least influential factors. Therefore, improving managerial practices, effective communication, and creating a psychologically safe work environment are the most effective strategies for reducing turnover intention.

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