

Decoding Employee Exit: A Systematic Review of Turnover Intention and Its Determinants

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ABSTRACT

Employee turnover continues to be a major issue for businesses, as it affects financial performance, workplace stability, and productivity. It is necessary to comprehend turnover intention and its factors in order to design effective retention tactics. In this systematic literature review (SLR), the findings of peer-reviewed studies published in esteemed journals that are included in major academic databases like Scopus, Web of Science, Science Direct, Springer Link, and others are compiled. The goal of the review is to compile the body of knowledge and offer a thorough grasp of the variables affecting turnover intention. The findings show that a number of individual factors, including job engagement, emotional exhaustion, burnout, and job insecurity, influence the intention to leave a job. Other important drivers include organizational elements like commitment, supervisor support, leadership style, and job satisfaction. Employee departure decisions are also influenced by outside factors like labor market dynamics, economic conditions, and the availability of alternative employment opportunities. These associations were found to be moderated by demographic factors such as tenure, age, gender, and generational differences, indicating that retention tactics need to be customized to fit a range of employee profiles. Understanding turnover behaviors is supported by a number of theoretical frameworks, most notably the Push-Pull-Mooring (PPM) Model, Job Embeddedness Theory, and Social Exchange Theory. These models place a strong emphasis on elements like workplace attachment, perceived organizational support, and striking a balance between opportunities from outside sources and internal discontent. For academics and professionals looking to comprehend and reduce turnover risks, this review provides insightful information. It also emphasizes how future studies must concentrate on longitudinal designs in order to capture how turnover intention changes over time.

Keywords: Employee turnover, Job satisfaction, Leadership style, Supervisor support, Job insecurity, Job embeddedness, Employee retention.

1. INTRODUCTION

What factors influence employees' decisions to leave or remain with a company? What drives individuals to contemplate resignation, even from secure and well-paying jobs? These questions are increasingly critical as organizations face growing workforce instability, talent shortages, and rising turnover costs. Given the dynamic nature of today's employment market, which is characterized by hybrid work models, evolving employee expectations, and intense competition for skilled workers worldwide, it has become strategically important to comprehend why employees develop turnover intentions. It is widely accepted that turnover intention—defined as an employee's deliberate and conscious consideration of leaving an organization—is the best indicator of actual turnover behavior (Rubenstein et al., 2018). A high turnover rate can impair institutional knowledge, an increase in the price of recruiting and training new employees, disrupt organizational performance, and lower morale among current staff (Taye & Getnet, 2020). While some turnover cannot be prevented, research indicates that many of the underlying causes can be changed and, as a result, strategically controlled. Over the past two decades, researchers have looked into a variety of factors that affect turnover intention. External and contextual influences include labor market trends, economic conditions, and the availability of alternative job opportunities. Individual-level factors include burnout, job stress, emotional exhaustion, and personal values. Organizational factors include job satisfaction, perceived fairness, leadership style, supervisor support, and organizational commitment. Moreover, these relationships have been found to be moderated by demographic factors like age, tenure, gender, and generational cohort (Kayed Al'Ararah et al., 2024). A number of theoretical theories offer a basis for comprehending turnover intention.

According to Social Exchange Theory (SET), employees' intentions to stay or leave are determined by the quality of their exchange connection with the company, particularly in relation to support, fairness, and recognition (Avanzi et al., 2014). Strong ties between workers and their workplace, community, and perceived cost of leaving are all highlighted by the Job Embeddedness Theory (JET) (Reitz & Anderson, 2011). The Push-Pull-Mooring (PPM) Model provides a migration-based framework for comprehending turnover by classifying influences into three categories: individual constraints or enablers (mooring), attractive external alternatives (pull), and negative internal conditions (push). (Jamaliah et al., 2024). These frameworks offer complementary viewpoints for understanding the genesis and development of turnover intentions. Even with the large number of studies, the literature is still dispersed. A unified taxonomy of turnover intention determinants is not provided by previous reviews, which frequently lack methodological rigor or concentrate on limited occupational or sector-specific groups. Evidence-based organizational practice and scholarly research both benefit from a thorough, methodically structured synthesis of the literature in order to evaluate theoretical applications, find conceptual patterns, and guide research. As a result, this study aims to respond to the following inquiry:

RQ: What are the key determinants of turnover intention, and how have they been conceptualized and categorized across the empirical literature?

To answer this question, In this work, peer-reviewed research published in high-impact journals with Web of Science and Scopus indexes is systematically reviewed (SLR).. The objective is to (1) consolidate existing empirical evidence, (2) develop a conceptual taxonomy of turnover intention determinants, and (3) Determine the literature's gaps and new trends. In addition to providing useful advice for HR specialists and company executives, this analysis establishes a theoretical framework for further studies on organizational behavior and employee retention.

2. LITERATURE REVIEW

Table 1: Summary of Literature on Predictors of Turnover Intention and Key Findings

Author	Predictors of turnover Intention	Findings
Elshaer & Azazz, (2021).	Job insecurity Unethical organizational behavior	The degree of workplace embedding and intention to leave during the COVID-19 pandemic were used to determine whether job insecurity had a favorable impact on unethical behavior at work.
(Flint et al., 2013)	Procedural justice and interpersonal justice.	The impact of procedural justice on turnover intentions is mitigated by organizational commitment, while commitment to supervisors negates this effect of interpersonal justice.
(Arshad & Puteh, 2015)	Work-life balance and the availability of alternative jobs.	Turnover intention increases when employees have access to alternative job opportunities and face challenges in maintaining a healthy work-life balance.
(Lee et al., 2010)	Perceptions of spiritual management tactics (both tangible and intangible aspects).	Managers and employees having different opinions on spiritual management can cause employees to think about leaving, but using spiritual management right can reduce the number of employee departures.
(Kim & Min Park, 2014)	Interpersonal trust, job happiness, intrinsic and extrinsic motivation, and goal congruence.	Having satisfied jobs and trusting relationships with others helps to decrease the likelihood of voluntarily leaving the organization, since trust cuts back on turnover driven by disagreements and satisfaction stops people from leaving for other reasons.
(Okubanjo, 2014)	Organizational commitment, intrinsic motivation, and job satisfaction (salary, promotion, supervision, and work itself).	The strongest factor associated with an employee's will to leave is organizational commitment. When teachers are happy and motivated, they are less likely to quit their

		jobs.
(Liyanage & Galhena, 2014)	Work-life balance, workload, social image, civic standing, and recognition.	Workers who are more likely to leave the company are typically less committed to it and have lower job satisfaction, yet having greater pay, incentives, and friends in the workplace help keep them there.
(Chen et al., 2014)	Job satisfaction, organizational commitment, job stress, pay satisfaction, and clinic work opportunities.	The main predictor is clinic work prospects, while dentists' intentions to leave are influenced by organizational commitment and employment satisfaction.
(Kim et al., 2017)	Authoritarian organizational culture, supervisory justice, organizational justice, and the quality of the connection between the organization and its employees.	Employees are more likely to desire to quit an authoritarian workplace culture, but they are less likely to do so when there is justice and a strong sense of belonging to the company.
(Cho & Song, 2017)	Emotional labor (specifically surface acting) and organizational trust.	Elevated emotional labor leads to greater turnover intent but stronger organizational trust lowers intent to leave. Warm interactions with supervisors improve trust in an organization.
(Nandialath et al., 2018)	Perceived organizational support and job satisfaction.	The strong relationship between perceived organizational support and work happiness in turnover intention stands even when other factors that influence the model are unsure.
(Bhattacharya et al., 2017)	Work happiness, role overburden, and role stagnation.	Role overload and stagnation reduce job satisfaction, which in turn increases turnover intention, especially in private sector employees.
(Oh & Kim, 2019)	Age, gender, specialization, facility type, duration of employment, weekly hours, and income satisfaction.	About 30.5% of physicians stated that they intended to leave their jobs, and factors like working hours and income satisfaction had a big impact on this intention.
(Ferede et al., 2018)	Gender, occupation, normative commitment, incentives, supervision, and job satisfaction with the nature of the work.	There was a substantial correlation between turnover intention, stated by 61.3% of health professionals, and low normative commitment, as well as dissatisfaction with work nature, incentives, and supervision.
(Ramalho Luz et al., 2018)	Affective and normative organizational commitment, satisfaction with salary, promotions, and nature of the work.	Key elements in lowering turnover intention include affective and normative commitment, as well as contentment with pay, promotions, as well as the type of employment.
(Takase et al., 2016)	Psychological contract fulfillment, perceived advancement opportunities.	Particularly for younger nurses, psychological contract fulfillment and perceived opportunities for advancement lower turnover intentions.
(Chalim, 2018)	Organizational commitment, work happiness, and job instability.	By positively influencing turnover intention, work insecurity indirectly influences turnover through job satisfaction and organizational commitment.
(Ibrahim AlKandari et al., 2023)	Organizational trust, performance, and job happiness.	While organizational trust has a negligible direct impact, job satisfaction and organizational performance have a significant

		impact on turnover intention.
(Hadi Cahyadi et al., 2024)	Job satisfaction, stress, workload, and outside opportunities	Turnover is driven by external opportunities and pay satisfaction rather than commitment or satisfaction.
(Brisha Savira et al., 2024)	Engagement in work, contentment with compensation, training, and performance reviews.	The detrimental effect of satisfaction factors on the intention to leave is mediated by work engagement.
(Chen & Chen, 2023)	Internal environmental elements, external environmental influences, and ease of mobility.	Most foreign academics in Japan were more likely to stay, even though they saw themselves as tokenized symbols.
(Abdalla et al., 2021)	Organizational distrust	Examine how COVID-19 affects organizational distrust, psychological contract breaches, and turnover intention.
(Abdou et al., 2022)	Hospitality workplace Family disputes at work	Determined how work-family conflict (WFC) and turnover intentions are affected by the hospitality industry, and it looks at how WFC might act as a mediator in the relationship between work environment and turnover intentions.
(Abdelhakim & Agwa, 2022)	Job satisfaction Organizational Commitment CSR activities	Investigated the relationship between perceived CSR (environmental and social) activities at Egyptian fast-food restaurants and job satisfaction, organizational commitment, and turnover intention.
(Van Heerden et al., 2022)	Job resources Job demand	The study concludes that better job resources and job demand management are critical to raising work engagement and lowering turnover intentions among IT professionals in the South African banking sector.
(Pattnaik & Panda, 2020)	Supervisor support Work engagement	Examined the relationship—with job engagement acting as a mediator—between supervisor support, work engagement, and turnover intentions.
(Uğural et al., 2020)	Self-construal, perceived external prestige, and organizational identification predict turnover intention.	Perceived external prestige and organizational identity act as mediators in the link between self-perception and intention to depart.
(Mumtaz & Hasan, 2018)	Boss relations, job satisfaction, commitment, discrimination, external opportunities.	Turnover is significantly increased by unfavorable boss relations and outside opportunities.
(Lee, Joshi, et al., 2010)	Interpersonal conflict (both within and outside the team), role uncertainty, work alternatives, burnout, and career plateau.	Role conflict and external team conflict are more significant factors influencing turnover intention among IS people than among non-IS personnel.
(Yücel, 2021)	Transformational Leadership Employee Performance Tenure	Discussed how the relationship between employee turnover intentions and transformational leadership is moderated by individual performance.
(Roy & Aimi Anuar,	Remuneration, training, and development.	Malaysian bank employees' inclinations to quit are significantly influenced by pay,

2024)		training, and development.
(Lin et al., 2021)	Concern over COVID-19, satisfaction with life.	Nursing students' intention to leave increases when they are afraid of COVID-19, but it decreases when they are happy with their lives.
(Ban & Aimi Anuar, 2024)	Performance evaluation, education & training, and remuneration.	Compensation, training, and performance reviews increase job satisfaction and reduce the desire to depart.
(De los Santos & Labrague, 2021)	Fear of Job satisfaction and Job stress	The results demonstrate that nurses' fear of COVID-19 ranges from moderate to high, and that female gender is associated with both work stress and virus fear in relation to organizational and professional turnover intentions.
(Nowak, 2020)	Organizational affiliation, serving culture, and structural empowerment.	Organizational identification, which mediates the relationship with turnover intention, is positively impacted by structural empowerment and serving culture.
(Hur & Abner, 2023)	Participation in decision-making, role ambiguity, job involvement, job tiredness, and affective organizational commitment.	While job-related factors are the best indicators of public sector employees' intention to leave, individual demographic predictors have little to no effect.
(Reem Ahli et al., 2024)	Abusive supervision, job stress, and agile leadership.	Job stress, abusive supervision, and agile leadership all have a major effect on employee performance; the relationships between these factors and performance are moderated by perceived organizational support.
(Kokubun et al., 2022)	Anxiety, psychological resources, social resources.	While social resources improve compliance and psychological resources lessen the effects of anxiety, anxiety raises the intention to leave.
(Haq et al., 2022)	Transformational leadership, Covid-19 burnout, job satisfaction, knowledge hiding.	While job satisfaction and transformational leadership lower turnover intention, Covid-19 burnout increases it, and knowledge hiding increases it.
(Nurmukhamed et al., 2025)	Stress from educational policies, workload, student behavior, student expectations.	Beyond other stressors, teachers' intention to transfer is greatly increased by stress from educational policies.
(Tran et al., 2025)	Emotional tiredness, affective commitment, involvement, job satisfaction, organizational support, and alternatives.	Alternatives have little effect on affective commitment, which is what drives job-hopping and turnover intention.

3. RESEARCH METHOD

A systematic literature review (SLR) methodology is used in this study to compile empirical research on the factors that influence turnover intention. In accordance with the recommendations put forward by Kitchenham (2004) and Brereton et al. (2007), the review was organized into three main stages: preparation, execution, and reporting. The goal was to produce a thorough, reproducible, and objective synthesis of current findings through an open and rigorously methodical methodology.

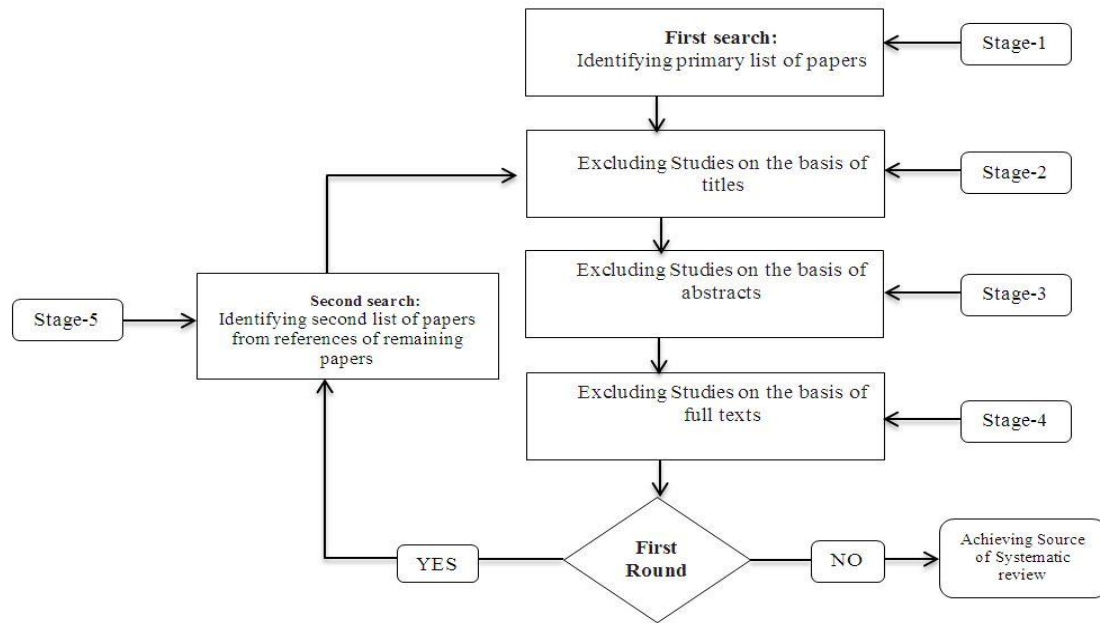


Fig.1: Stages of the study selection process

2.1. Study Selection Process

The selection of studies process was conducted in two major iterations to ensure both thoroughness and rigor. A preliminary search of several scholarly databases produced 4,897 records in all. 3,955 articles were eliminated in the first stage due to title-based screening. 612 articles were eliminated in the second stage after an abstract review of the remaining records. 279 articles were eliminated in a later full-text review. 51 articles from the initial round were kept after these screenings. An extra 1,785 records were found by performing a backward reference search on the bibliographies of these chosen papers in order to increase the coverage. Nineteen more articles satisfied the inclusion requirements after the same title, abstract, and full-text screening criteria were applied. Therefore, a total of 70 articles—51 from the first round and 19 from the backward search—were initially taken into consideration. Based on their conceptual alignment with the research objectives, methodological rigor, and relevance, 40 high-quality empirical studies were selected for in-depth analysis after a rigorous deduplication process and quality assessment.

2.2. Resources Searched

Numerous credible academic databases were utilized in order to increase the review's comprehensiveness. These included SAGE Journals, IEEE Xplore, Taylor & Francis Online, ProQuest, Emerald Insight, Springer Link, Wiley Online Library, Web of Science, Science Direct, Scopus, and Google Scholar. Care was taken to guarantee that only conference papers and peer-reviewed journal articles were chosen, preserving the caliber and legitimacy of the included studies.

2.3. Search Terms

In the initial stage of the review, a comprehensive set of search terms was developed to capture studies related to turnover intention and employee retention. Searches were performed using keywords, abstracts, article titles, and, when allowed, the complete text of journal articles and conference proceedings, depending on the search capabilities of the various academic databases. The search strategy combined keywords from two main categories—workforce-related terms and turnover-related constructs—using Boolean operators. The following terms were combined in the final search string:

("turnover intention" OR "intention to leave" OR "intention to quit" OR "withdrawal intention" OR "quit intention" OR "intention to withdraw" OR "leave intention" OR "intention to stay" OR "stay intention" OR "employee attrition" OR "employee exit" OR "retention intention" OR "employee retention" OR "personnel retention" OR "worker retention" OR "staff retention" OR "manager retention" OR "professional retention")

AND ("employee" OR "employees" OR "workers" OR "staff" OR "professionals" OR "managers" OR "knowledge workers" OR "personnel"). This structure ensured the search captured a wide range of studies across various sectors, without overemphasizing any particular industry, providing a balanced and comprehensive review of the determinants of turnover intention.

2.4. Inclusion and Exclusion Criteria

The following inclusion and exclusion criteria were used to choose the materials that would be included in our systematic review. We incorporated research: (1) studies published between January 2010 and April 2025; (2) focused on turnover intention and its related predictors; (3) based on empirical data using quantitative, qualitative, or mixed methods; (4) published in peer-reviewed journals or conference proceedings; (5) written in English; and (6) conducted in any sector, including IT, healthcare, education, public service, and others. We excluded studies: (1) written in languages other than English; (2) that were theoretical or conceptual without real data; (3) where the primary focus was not turnover intention; (4) that were news stories, editorials, book reviews, or opinion pieces; or (5) appeared as books, theses, working papers, or unpublished reports.

2.5. Data Extraction and Synthesis

Key information from the 40 studies that were part of this review was gathered during the data extraction and synthesis step. Data of two kinds were extracted: (1) study details, including author, year, country, research purpose, method, sample, and measurement tools; and (2) turnover-specific content, such as the prevalence of turnover intention and its identified predictors. Data was entered into Microsoft Excel for organization and analysis. The findings were grouped by themes, allowing us to identify common patterns in the predictors of turnover intention.

2.6. Data Analysis

The determinants of turnover intention across various organizational contexts were systematically identified, categorized, and interpreted through the use of a thematic synthesis approach in the data analysis for this systematic literature review. All 40 of the chosen empirical studies were carefully examined after data extraction was finished in order to identify important findings, spot reoccurring patterns, and create conceptual connections between the variables that were found. Thematic coding of the extracted data made it possible to group the determinants into more general conceptual categories and made it easier to create a thorough understanding of turnover intention. Three broad domains—individual characteristics, organizational factors, and environmental influences—were established through thematic synthesis. Individual attributes included motivation levels, career orientation, age, gender, tenure, burnout, job stress, job insecurity, emotional exhaustion, and educational background, among other psychological and demographic traits that influence turnover intentions. Employee intentions to stay with or leave an organization were frequently found to be influenced by these factors in both direct and moderating ways. Workplace conditions and internal dynamics that have a big impact on employee retention were considered organizational factors. Job satisfaction, organizational commitment in its different forms (affective, normative, and continuance), supervisor support, leadership styles like transformational and transactional leadership, perceptions of organizational justice, career development opportunities, and fairness in HRM practices were among the major themes found in this category. These factors were repeatedly emphasized as being essential in determining how employees view organizational support and how they decide whether to leave. Environmental influences are external contextual factors that are outside of an organization's direct control. Work-family conflict, technological disruptions, labor market volatility, societal and cultural expectations, economic conditions, the availability of alternative employment opportunities, and global events like the COVID-19 pandemic were among the domain's major themes. These elements either acted as pull factors that drew workers to other opportunities or as push factors that made them think about leaving. Within each primary domain, sub categorization was carried out in order to further hone the thematic framework. Distributive justice, supervisor trust, and internal career mobility were identified as important subthemes within organizational factors. Work-family imbalance, fear of becoming obsolete, and increased economic uncertainty were found to be significant environmental factors that influence the intention to leave. The categorization of determinants was re-evaluated through iterative readings of the chosen studies as part of a cross-validation procedure to guarantee methodological rigor. Consent was used to settle disagreements in order to preserve accuracy and consistency. A strong conceptual foundation for comprehending the multifaceted drivers of turnover intention was provided by the interpretation of the synthesized findings using theoretical frameworks like the Push-Pull-Mooring (PPM) Model, Job Embeddedness Theory (JET), and Social Exchange Theory (SET).

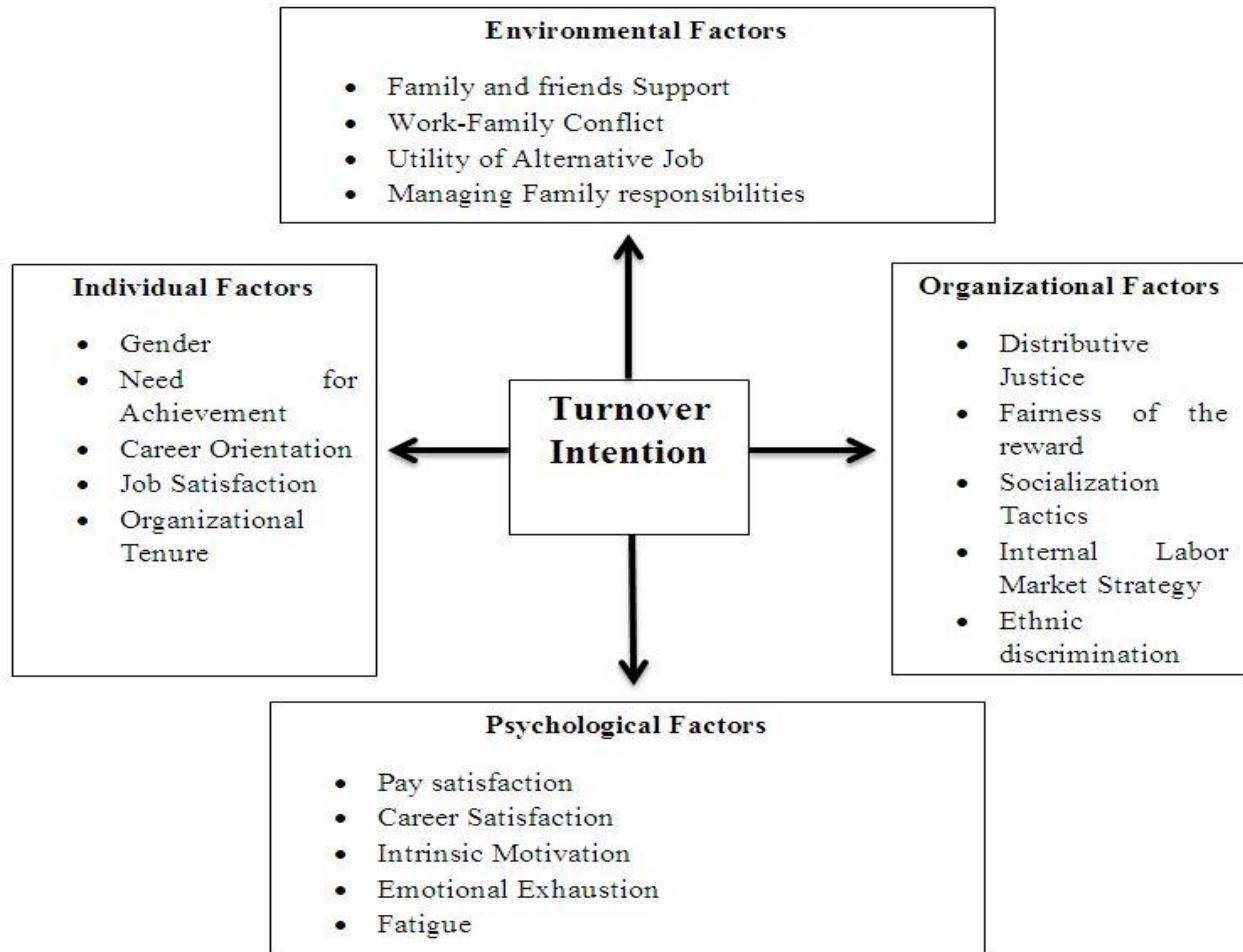


Fig.2: Our taxonomy for determinants of turnover Intention

Individual Factors

Numerous individual characteristics influence turnover intentions. Female expatriates exhibit similar intentions as males, but they require retention strategies tailored to their gender, which impacts the reasons behind turnover (Lee et al., 2017). Particularly in the healthcare industry, a strong drive for success bolstered by acknowledgment, flexible work schedules, and compensation can reduce turnover (Dousin et al., 2020). According to Zhu et al. (2024), career orientation, especially for protean types who value flexibility and growth, lowers turnover when career paths match expectations. According to Puhakka et al. (2021), high competence and a thorough understanding of one's role can still result in exit thoughts, even though job satisfaction generally reduces turnover. Last but not least, demands-supplies fit, job involvement, and organizational tenure all considerably reduce turnover intentions (Maden, 2014).

Table.2: Individual Factors Influencing Turnover Intention

Factor	Sample conclusion
Gender	Gender-specific retention strategies are necessary because female expatriates have similar turnover intentions as males, but they leave for different reasons. Lee and colleagues (2017)
Need for achievement	Reduced turnover intention in Malaysia can be achieved through better pay, flexible work schedules, and encouragement of nurses' aspirations for success. (Dousin & colleagues, 2020)
Career orientation	Protean career orientation, which is influenced by both present and future organizational career growth, affects turnover intentions through organizational identification. Zhu et al. (2024)

Job satisfaction	Although psychological needs and workplace learning increase job satisfaction, employees who feel highly competent and have a thorough understanding of their workplace may still be more likely to leave. (Puhakka et al., 2021)
Organizational tenure.	For workers in the service industry, needs-supplies fit considerably lowers turnover intention and improves job satisfaction, particularly when paired with high job involvement and longer tenure. Maden (2014)

Organizational Factors

Turnover intentions are significantly influenced by organizational factors. With varying effects on doctors and nurses, distributive justice lowers turnover by increasing organizational commitment and engagement (Chen et al., 2022). Fair rewards promote retention by raising employee engagement, particularly when those rewards are seen as transparent and equitable (Rai et al., 2019). By enhancing employees' adjustment and organizational relationships, socialization strategies increase job embeddedness and lower turnover (Ahmad et al., 2019). A successful internal labor market strategy reduces turnover among IT professionals by promoting career development and internal mobility (Cha & Quan, 2011). By undermining workers' sense of justice and trust, ethnic discrimination, on the other hand, raises turnover (Jackson & Jackson, 2019).

Table 3: Organizational Factors Influencing Turnover Intention

Factor	Sample conclusion
Distributive justice	Distributive justice reduces medical staff turnover intention through work engagement and organizational commitment, with distinct pathways for physicians and nurses. (Chen and others, 2022).
Fairness of the reward	By encouraging engagement, rewards increase employees' intention to stay, and organizational justice amplifies this effect through perceived fairness and transparency. (Rai et al., 2019)
Socialization tactics	Task characteristics and organizational socialization strategies increase job embeddedness, which fortifies employees' bonds and dedication to the company and lowers turnover intentions. (Ahmad et al., 2019)
Internal labor market strategy	By encouraging career advancement, internal mobility, and organizational loyalty in international contexts, IT workers' desire to quit their jobs can be reduced with an effective internal labor market strategy. Quan and Cha (2011)
Ethnic discrimination	By undermining workers' sense of justice, belonging, and organizational trust, ethical discrimination raises the intention of employees to leave. (Jackson & Jackson, 2019)

Environmental Factors

Environmental factors play a major role on turnover intentions. Young preschool instructors who receive support from friends and family had lower turnover rates due to increased organizational commitment and decreased work-family conflict (Zhou et al., 2020). Specifically for nurses employed in private hospitals, work-family conflict acts as a mediator between work environment and turnover (Uswatun Hasanah & Fatmah Bagis, 2024). Policy support and the availability of alternative employment have an impact on the link between job satisfaction and intention to leave (Huang et al., 2017). Support from family also helps manage family responsibilities, which enhances job satisfaction and mitigates the effects of work-related demands (Le et al., 2022).

Table 4: Environmental Factors Influencing Turnover Intention

Factor	Sample conclusion
Family and friends support	Support from friends and family reduces work-family conflict and increases organizational commitment, which in turn reduces young preschool teachers' intention to quit. (Zhou and colleagues, 2020)
Work-family conflict	There is a considerable mediating effect of work-family conflict between the work environment and nurses' intentions to leave private hospitals. (Uswatun Hasanah and Fatmah Bagis, 2024)

Utility of alternative job	Job satisfaction and turnover intention are found to be significantly impacted by the level of policy support and the availability of alternative employment options. (Huang et al., 2017)
Managing family responsibilities	The results of the study indicate that family support both improves job satisfaction and lessens the negative consequences of professional demands, which in turn reduces the intention to leave. (Le et al., 2022)

Psychological Factors

Psychological considerations have a significant impact on turnover intentions. Career and pay satisfaction significantly lessen the impact of HRM procedures, in addition to decreasing the desire to leave. (A'yunnisa & Saptoto, 2015; Aburumman et al., 2020). Reduced turnover results from increased job satisfaction brought on by intrinsic motivation (Mardanov, 2020). On the other hand, emotional exhaustion and fatigue raise the intention to leave, particularly for nursing assistants and early-career staff, though these effects can be mitigated by ethical leadership (Tajneen Affnaan Saleh et al., 2023; Yan et al., 2023).

Table 5: Psychological Factors Influencing Turnover Intention

Factor	Sample conclusion
Pay satisfaction	According to the study, pay satisfaction has a partial mediation effect that reduces turnover intention through affective commitment and directly. (A'yunnisa & Saptoto, 2015)
Career satisfaction	The influence of HRM practices is somewhat mediated by career satisfaction, which also reduces the intention to leave. (Aburumman et al., 2020)
Intrinsic motivation	Employee satisfaction is increased by intrinsic motivation, which lowers the intention to leave. (Mardanov, 2020)
Emotional exhaustion	Early-career employees' intention to leave is increased by emotional exhaustion; this can be lessened by moral leadership, particularly in ethical environments where self-interest is not as strong. (Tajneen Affnaan Saleh et al., 2023)
Fatigue	Fatigue has a significant impact on nursing assistants' intention to leave long-term care institutions, underscoring the necessity of focused fatigue-reduction tactics. (Yan et al., 2023)

4. RESULTS

The results of this systematic literature review, which are categorized into environmental, organizational, and individual factors, show a multifaceted framework influencing turnover intention. Psychological stressors like emotional exhaustion, burnout, anxiety, job-related stress, and job insecurity have been repeatedly found to be important indicators of employees' intention to quit at the individual level (Shah et al., 2021; Ohue et al., 2021). It was discovered that demographic traits like age, gender, tenure, and educational attainment, as well as motivational factors like career orientation, job performance, and personal investment, moderate turnover behaviors (Jung et al., 2021; Yücel, 2021). Job satisfaction, which is influenced by compensation, opportunities for professional growth, supervisor support, and perceptions of organizational justice, was found to be a key determinant of organizational factors (Deegahawature, 2021; Abdelhakim & Agwa, 2022). Significant factors that decreased turnover intention included organizational commitment, both affective and continuance, and leadership style, particularly transformational leadership (Haq et al., 2022; Yücel, 2021). Environmental factors included a rise in work-family conflicts, a variety of outside employment possibilities, and economic volatility (Abdou et al., 2022; Teng et al., 2021). Recent concerns about job instability due to COVID-19 and fear of technological obsolescence have been reported to increase turnover intentions (Lin et al., 2021; De los Santos & Labrague, 2021). The interpretation of these intricate results using theoretical frameworks like the Push-Pull-Mooring (PPM) Model (Lee et al., 2022), Job Embeddedness Theory (Mitchell et al., 2001), and Social Exchange Theory (Cropanzano & Mitchell, 2005; Hom et al., 2017) gave rise to a comprehensive conceptual understanding of the turnover process.

5. DISCUSSION

This review highlights that turnover intention is not a result of a single element but rather the result of complex interactions between organizational, psychological, and environmental factors. According to the Social Exchange Theory (Cropanzano

& Mitchell, 2005; Hom et al., 2017), employees' perceptions of reciprocal support, fairness, and recognition impact their relational assessments, which may result in intentions to quit if expectations are not met. This is supported by the Job Embeddedness Theory (Mitchell et al., 2001), which emphasizes how organizational fit, personal relationships, and employees' perceived sacrifices of leaving serve as stabilizing forces against turnover. Additionally, by classifying the factors that influence mobility decisions into three categories—negative internal experiences (push), externally attractive opportunities (pull), and individual or situational moderators (mooring)—the Push-Pull-Mooring (PPM) Model (Lee et al., 2022) provides nuanced insights. Employees' internalization of workplace experiences was found to be influenced by demographic moderators, including age, tenure, generational cohort, and sector-specific stressors (Jung et al., 2021; Irshad et al., 2020). Sectoral differences, especially in the fields of education, healthcare, and IT, showed distinct turnover patterns that reflected differences in institutional contexts and job demands (De los Santos & Labrague, 2021; Cha & Quan, 2011). Overall, the findings support the need for evidence-based, multi-layered retention strategies that are cognizant of employees' organizational, psychological, and external realities. In today's changing employment landscape, a limited focus on enhancing leadership style or compensation alone, without taking into account larger socio-environmental influences, runs the risk of being insufficient.

6. LIMITATIONS

Even though this review is thorough, there are a few things to keep in mind. Initially, the study's time frame is restricted to research released from January 2010 to April 2025, which might leave out the most recent advancements and post-pandemic changes in workplace dynamics and employee behavior. Second, limiting the review to peer-reviewed, English-language sources may introduce bias because it leaves out non-English or grey literature that could offer more contextual or cultural viewpoints. Third, despite the fact that the included studies cover a wide range of industries and geographical settings, certain industries and non-Western cultures are still underrepresented, which restricts the findings' applicability to labor markets around the world. Fourth, the breadth of theoretical innovation captured in the synthesis might have been limited by the omission of studies that were solely conceptual or theoretical. Finally, there may be interpretive difficulties and a limit to direct comparability due to differences in the operational definitions and measurement instruments used for turnover intention across studies. These drawbacks show that in order to improve the current understanding of turnover intention, future research must use more inclusive and integrative methodologies, such as mixed-methods designs, cross-cultural longitudinal studies, and meta-analytical techniques.

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