

LITERATURE STUDY OF FACTORS AFFECTING EMPLOYEE TURNOVER INTENTIONS IN INDONESIA

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Abstract

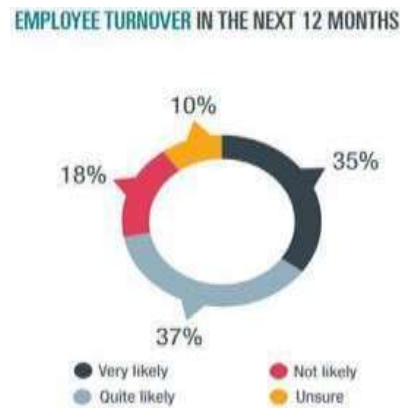
Turnover intention is a human resource problem that is often faced by company in Indonesia, therefore researchers are encouraged to conduct research on turnover intention where the research method used is qualitative analysis with Charting the flied. The sample used is an article that discusses the turnover intention in 2016-2021 which includes 16 articles. The article can be accessed through the journal of Sinta 6. The data is classified based on the year of publication, independent variables, research methods, and important findings. The results of this study are that turnover intention is influenced by job satisfaction, organizational commitment, job stress, work and compensation.

Keywords: Job Satisfaction, Job Stress, Organizational Commitment, Turnover Intention, Work and Compensation

1. INTRODUCTION

Human Resources (HR) is a valuable company asset because they can influence the growth and development of a business. Humans or HR function to create value and act as the person in charge of all company operational activities; technology cannot fully replace the position of humans (Safarida & Siregar, 2020). Consequently, the existence of human resources or employees in a company must be valued and preserved in order to increase productivity and foster employee loyalty. If the company continues to disregard employee needs, it will have negative effects on the company, such as employee turnover or turnover. According to Satwari et al. (2016), turnover intention is the voluntary or involuntary act of leaving and entering human resources in an organization, which can be controlled or cannot be controlled.

Intentional employee turnover can have a negative impact on a company's performance, as the costs associated with recruiting, training, developing, and retaining new employees must be recouped. This view was also expressed by Nasution (2017), who argues that employee turnover is a hindrance to the effectiveness and efficiency of a company, as a high rate of employee turnover reduces the quality of employees and incurs costs for recruitment and maintenance, making it difficult to achieve effectiveness and efficiency.



Source: Michael Page Indonesia 2018

Figure 1 Employee Turnover

A survey conducted by Michael Page Indonesia in 2018 in the last 12 months predicts that 37% of employees are very likely to leave while the level of employee loyalty to their company is predicted to be 10%. The level of turnover intention which is considered quite high is caused by poor human resource management activities so that it can increase the desire of employees to leave the company (Halim & Antolis, 2021). The main problem that is often encountered in the world of work is turnover intention which has increased significantly. This is evidenced by a survey conducted by Hey Survey in the last 8 years.

Table 1 Turnover in several countries

Country	Turnover Level
India	26.9%
Russia	26.8%
Indonesia	25.8%
Brazil	24.4%
US	21.8%
China	21.3%
UK	14.6%

Source: Hey Survey 2010-2018

Table 1 confirms that the turnover problem in Indonesia is a major issue in the workplace, as Indonesia had a turnover rate of 25,8% between 2010 and 2018, surpassing Brazil, the United States, China, and the United Kingdom. The data suggest that the world's human resources are vying for new opportunities to keep up with the times and technology. According to Nasution (2017), the rate of turnover intent will increase more rapidly in developing nations than in developed nations. This indicates that Indonesia has a greater potential for increasing turnover if the causes and solutions to turnover are not further analyzed.

According to previous research, organizational commitment is the cause of turnover intention in the workplace low organizational commitment causes a great deal of employee turnover intensity (Silaen et al., 2021). According to Parapat (2021), work-life balance, personality-job fit, job stress, employee relations, physical work environment, job satisfaction, career development, organizational culture, and organizational commitment influence turnover intention.

Each company and country's intention to turn over its workforce is influenced by a variety of factors; therefore, the authors are motivated to conduct additional research into the factors that influence turnover intention in Indonesia. This study's supporting data were obtained from the findings of previous research, specifically the 2016-2021 turnover intention study. Therefore, this study contributes to our understanding of the antecedents of turnover intention in Indonesia and provides an overview of variables, topics, and research methods that are rarely used to analyze turnover intention in Indonesia to future researchers.

2. THEORITICAL REVIEW

According to Silaen et al. (2021), employees are the most valuable resource in an organization. Employees are accountable for all operational activities carried out by an organization, and are compensated for their performance in the form of a salary. The law of 1969 states that "employees are workers who perform work and provide the results of their work to entrepreneurs who work where the results of their work are in accordance with their profession or expertise as a means of subsistence."

Turnover intention is an employee's intention to leave the company (Utama & Sintaasih, 2015), while Ridlo (2012) defines it as the termination of an employee from a company or organization based on age, length of employment, organizational culture, and individual relationships with the company, turnover intention must be accompanied by financial benefits or severance pay. (Tamengkel & Rumawas, 2021) reaffirmed that turnover intention is an activity that the company does not want because it has a negative impact on the company. According to Nurdin & Rohaeni (2020), indicators of turnover intention include the thought of leaving, the desire to leave, and the desire to find another job.

3. RESEARCH METHOD

This study employs the "charting the field" methodology developed by Hesford et al. (2007). This study examines the Turnover Intention of Generation Z using secondary data derived from previous research on turnover intention. This study's sample consists of eight journals discussing Turnover Intention; the data comes from the page located at <https://sinta.risetdikti.go.id/> The names of the journals are presented in the table as follows.

Table 2 List of Journals

Number	Source	Journal Name	Total
1	Sinta 2	<i>Jurnal Aplikasi Manajemen dan Bisnis (JAMB)</i>	2
2	Sinta 2	<i>Jurnal Manajemen Bisnis (JMB)</i>	1
3	Sinta 2	<i>Jurnal Manajemen dan Pemasaran Jasa (JMPJ)</i>	2
4	Sinta 3	<i>Jurnal Ilmu Manajemen (JIM)</i>	6
65	Sinta 3	<i>Jurnal Ekonomi Manajemen Bisnis (EKOMABIS)</i>	1
6	Sinta 3	<i>Jurnal Manajemen Teori dan Terapan (JMTT)</i>	1
7	Sinta 4	<i>Jurnal Administrasi Bisnis (JAB)</i>	2
8	Sinta 6	<i>Value: Jurnal Manajemen dan Akuntansi</i>	1
Total			16

The sample was selected according to the author-established criteria, which are as follows: first, the used research must have been published between 2015 and 2021. Second, the publication has been accredited by sinta and can be accessed online via the sinta website. Thirdly, the research used as a sample focuses on the intentions of employees to leave their positions.

In this study, the stages of sample selection are: The researchers begin by searching the website <https://sinta.risetdikti.go.id/> for relevant journals. The two researchers reselected the previously chosen journals by entering the search terms Turnover Intention, employee turnover, and the desire to move in order to obtain articles that matched the study's title. By reading the abstract portion of the obtained article, the three researchers were able to comprehend its contents. The selected articles were downloaded by the four researchers. The five researchers classified all the obtained articles by creating a list of data tables based on the article's title, author, publication year, variables, methods, and findings.

4. RESULT AND DISCUSSION

4.1. Result

In this study, the researchers obtained 16 articles from 8 Sinta-accredited journals that met the criteria and were used as data. The list of sample research articles is shown in Table 2.

Table 3 Sample List

No	Journal	Article Title	Author
1	JAMB	Kepuasan Kerja Sebagai Variabel Mediator Antara Gaya Kepemimpinan dan Turnover Intention: Studi Kasus Pada Hotel di Bogor	(Komariah, Sukmawati, Kuswanto, 2021)
2	JAMB	Pengaruh Kepuasan Kerja dan Keterikatan Karyawan	(Sari, Hermawan, Affandi, 2020)

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		Terhadap Turnover Intention Karyawan (Studi Kasus Restaurant)	
3	JIM	Pengaruh Stress Kerja, Kepuasan Kerja dan Komitmen Organisasi Terhadap Turnover Intention Medical Representative	(M. Irfan Nasution, 2017)
4	JMB	Pengaruh Kompensasi Terhadap Turnover Intention dengan Job Embeddedness Sebagai Variabel Intervening (Studi Pada Karyawan Di PT. Primissima)	(Zakaria & Astuty, 2017)
5	JMPS	Pengaruh Work Life Policies, Work Life Conflict, Job Stress dan Loneliness turnover Pada Sebuah Universitas Swasta di Kota Batam	(Hielvita Ludiya, 2016)
6	JMPS	Tuntutan Pekerjaan dan Stress Kerja Sebagai Variabel Penentu Turnover Intention	(Andriani, Sylvia, 2017)
7	JIM	Pengaruh Kepuasan Kerja, Stress Kerja dan Burnout Terhadap Turnover Intention Pada PT. Lotus Indah Textile Industries Kab, Nganjuk	(Annisa Nana Nabella, 2021)
8	JIM	Efek Mediasi Affective Commitment Antara Pengaruh Job embeddedness Terhadap Turnover Intention	(Riza Kardiawan, 2018)
9	JIM	Pengaruh Stress Kerja Terhadap Turnover Intentions Melalui Kepuasan Kerja Pada CV. Aneka Produksi	(Muchammad Hasan Basri, 2017)

10	JIM	Pengaruh Work Life Balance dan Perceived Organizational Support Terhadap Turnover melalui Organizational Commitment Sebagai Variabel Intervening Pada PT. Berlian Jasa Terminal Indonesia	(Hilin Oktaviani, Budiono, 2018)
11	JIM	Model Hubungan Kepuasan Kerja, Komitmen Organizational dan Stress Kerja Terhadap Turnover Intention	(Bunga, Bukhari, 2021)
12	EKOMABIS	Turnover Intentions: Pengaruh Kepuasan Kerja, Komitmen Organisasional dan Stress Kerja	(Riski, Bukhari, 2021)
13	JTDET	Talent Management on Employee Turnover Intention	(Wehelmina Rumawas, 2021)
14	JAB	Kepemimpinan, Kepuasan Kerja, Komitmen Organisasi Terhadap Keinginan Keluar Karyawan	(Lucky, Wilhelmina, 2021)
15	JAB	Pengaruh Kepemimpinan Transformasional Terhadap Kinerja dan Keinginan Keluar karyawan: Peran Komitmen Organisasional sebagai Mediator	(Lucky, Wilhelmina, 2021)
16	VALUE	Pengaruh Beban Kerja dan Stress Kerja Terhadap Turnover Intention (Studi Kasus Karyawan Marketing PT. Jayamandiri Gemasejati, Cab. Ciledug)	(Ali & Melanie, 2019)

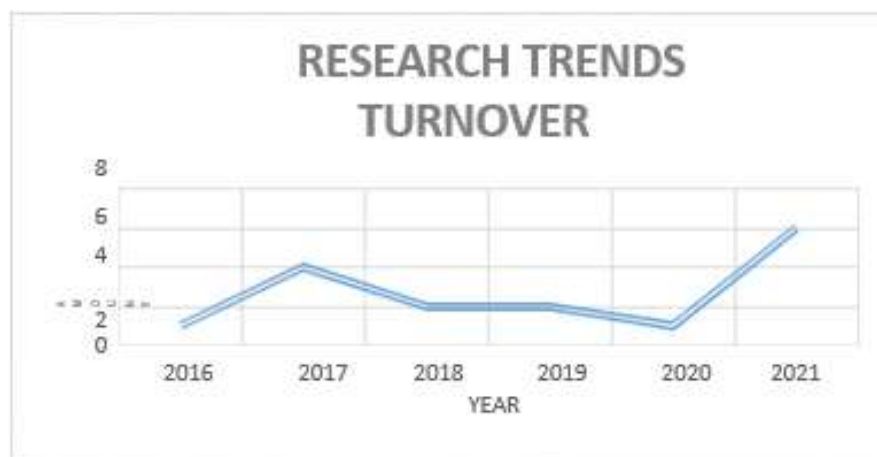


Figure 2 Graph of Turnover Intention Research Trends in Indonesia

The research period was carried out for 6 years, namely in 2016-2021, the authors chose this period because in the last 6 years rapid technological developments supported by the presence of COVID-19 caused a number of crises, including employee turnover in Indonesia. In 2016, employee Turnover Intention research amounted to 1 research article, namely in *Jurnal Manajemen dan Pemasaran Jasa (JMPS)*. While in the last year of observation, 2021, there was a significant increase, where the Turnover Intention research amounted to 6 research articles, namely: 1 article in *Jurnal Administrasi Bisnis (JAB)*, 1 article in *Jurnal Ekonomi dan Manajemen Bisnis (EKOMABIS)*, 3 articles in *Jurnal Ilmu Manajemen (JIM)* and 1 article in *Jurnal Aplikasi Manajemen dan Bisnis (JAMB)*. 2021 is also the year where there is the most research on turnover intention, while 2016 and 2020 are the years where there is the least research on turnover intention.

Classification of research data is divided based on article classification and discussion topic classification. The classification of articles is based on research topics, methods and research fields (Ningsih & Setiawan, 2019). In more detail in this study, the authors classify articles based on population, independent variables, research methods and important findings.

4.2. Discussion

4.2.1. Classification Based on Research Population

Table 4 Classification Based on Research Population

No.	Population	Amount	No.	Population	Amount
1.	Manufacturing company	5	6.	Oil and Gas Company	1
2.	Restaurant	1	7.	Banking Company	1
3.	Telecommunication Company	2	8.	Logistics Company	1
4.	Health	2	9.	Tourism	1
5.	Education	1	10.	Outsourcing Employees	1

Table 4 shows that from the previous 16 articles, manufacturing companies dominate the research population, there are 5 articles that discuss turnover intention in manufacturing companies, research on service companies, namely restaurants, 1 article, health sector 2 articles, education 1 article and telecommunications companies 2 article. The researchers who examined turnover intention in outsourcing employees were 1 article.

4.2.2. Classification Based on Independent Variables

Table 5 Classification of Independent Variables

No	Independent Variable	Amount	%	+	-	No effect
1.	Job satisfaction	7	25%	-	7	-
2.	Leadership Style	3	11%	-	2	1
3.	Work Stress	4	14%	4	-	-
4.	Organizational Commitment	5	18%	-	3	2
5.	Compensation	1	4%	-	1	-
6.	Job Embeddedness	2	7%	-	1	1
7.	Work life Policies	1	4%	-	1	-
8.	Work Life Conflict	1	4%	-	1	-
9.	Loneliness Turnover	1	4%	1	-	-
10.	Job Demand	2	7%	1	-	-
11.	Burnout	1	7%	1	-	-
	Amount	28				

Table 5 describes the results regarding the independent variables or factors that affect Turnover Intention. As many as 25% or 7 articles stated that the job satisfaction variable had a negative effect on Turnover Intention. While the work stress variable has a positive effect on Turnover Intention with a figure of 14% or 4 articles stating the same thing. So, the independent variables that can affect turnover intention or factors that can influence turnover intention are job satisfaction, organizational commitment, work stress, leadership style, job demands, and work life balance.

4.2.3. Classification Based on Research Methods

From 2016 to 2021, the quantitative research method is the method most frequently used by researchers in Indonesia of the 16 articles retrieved, 9 employ quantitative research methods with multiple linear regression analysis and PLS-SEM analysis. The research method Mix Method consists of two articles, whereas the qualitative method is the method that is used the least. The descriptive analysis is used in the qualitative method. The selection of qualitative methods is intended to allow for a deeper exploration of the reasons for the conducted research, as well as a detailed description of the research process and results (Silaen et al., 2021). Quantitative research methods dominated the types of research methods used by Indonesian researchers from 2016 to 2021, according to an analysis of the research methods employed during this time period.

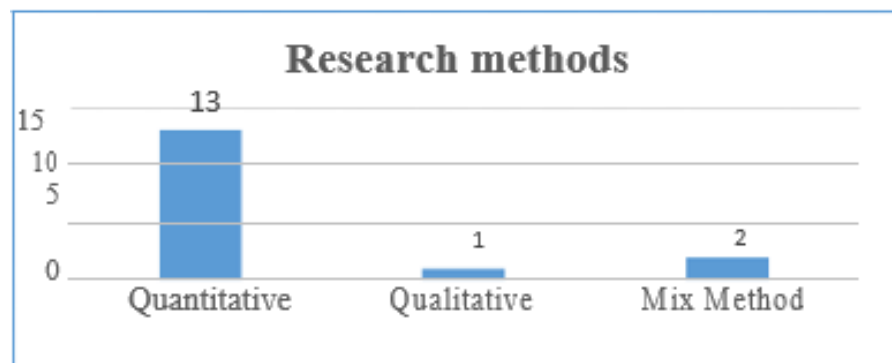


Figure 3 Turnover Intention Research Method

4.2.4. Classification Based on Significant Discovery

Researchers have summarized several significant findings or results obtained from previous researchers. Previous research also includes the causes and solutions for the Turnover Intention which can be seen in Table 6.

Table 6 Significant Discovery

No	Author	Significant Discovery
1	(Komariah et al., 2021)	Authentic leadership can be utilized to decrease turnover and increase job satisfaction.
2	(Sari et al., 2020)	To increase job satisfaction, it is possible to provide compensation based on the length of time spent on the job, to foster greater teamwork and cooperation, and to employ a leader with a stronger sense of leadership.
3	(Kardiawan & Budiono, 2018)	The company's efforts to reduce employee turnover consist of providing a comfortable work environment, facilities that support the work process, and enhanced promotion opportunities.
4	(Zakaria & Astuty, 2017)	Job Embeddedness can influence turnover intention; to increase job embeddedness or employee engagement, a company can offer competitive opportunities to each employee.
5	(Hielvita Ludiya, 2016)	Solutions to work-life balance problems, work life conflict and loneliness turnover leaders or related parties can review the regulations on employee welfare
6	(Andriani, Sylvia, 2017)	In a company, the existence of job demands must be balanced with feedback in the form of rewards or wages.

7	(Annisa Nana Nabella, 2021)	Turnover intention can be overcome by regular monitoring of the facilities provided, and a commitment to improve employee welfare
8	(Riza Kardiawan, 2018)	Increasing job satisfaction is a solution that is able to overcome turnover intention, because HR is an investment for the company
9	(Muchammad Hasan Basri, 2017)	Increasing salaries, bonuses, and incentives commensurate with the performance of employees can increase employee loyalty and alleviate workplace stress.
10	(Hilin Oktaviani, Budiono, 2018)	Work life balance can reduce turnover intention. The company can hold family gatherings or outbound events to replace the time employees spend with their families
11	(Bunga, Bukhori, 2021)	Job stress and organizational commitment have a positive and significant effect on turnover intention. Companies can create job rotations to reduce boredom due to work stress
12	(Riski, Bukhori, 2021)	Job stress in the company will be successfully overcome if job satisfaction and organizational commitment are also implemented properly
13	(Rumawas, 2021)	The existence of good talent management in the company then the results of employee performance can be measured objectively, it also affects turnover intention
14	(Lucky, Wilhelmina, 2021)	Transformational leadership is able to increase employee job satisfaction so that the existence of a transformational leadership style can reduce turnover intention
15	(Tamengkel, 2021)	Organizational commitment plays a significant role in employee intention to leave an organization. Increased organizational commitment through more structured delegation of responsibilities and authority and a harmonious environment.
16	(Ali & Melanie, 2019)	Workload and work stress are inseparable, so the workload must be accompanied by objective feedback.

5. CONCLUSION

5.1. Conclusion

Based on 16 articles that have been classified by year, population, independent variables, research methods and important findings. It can be concluded that turnover intention fluctuated significantly from year to year. But in the last two years, turnover intention research has increased to 6 articles. The research method that still dominates today is the quantitative research method on the grounds that the quantitative method is more accurate for detecting the relationship between the X variable and the Y variable, this is evidenced by the fact that there are 11 out of 16 articles using quantitative methods. Manufacturing companies, the health sector and telecommunications companies are populations that are often used by the author in conducting observations. The biggest factors that can affect Turnover Intention are 25% job satisfaction, 18% organizational commitment, 14% work stress, 7% job demands and 4% compensation. The researcher discover a significant finding that turnover intention can be overcome by transformational leadership style, job rotation, improvement of policies, fulfillment of facilities and facilities that support work activities, fulfillment of salaries and bonuses according to employee performance.

5.2. Suggestion

This study has used a period of 6 years as an observation material, therefore further researchers can conduct research with a longer period so that the variables, population and results obtained become more in the hope that research on factors that influence turnover intention will be more accurate so that it is useful for readers.

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