Seven years of research tracing on turnover intention: bibliometric analysis

Naila Ufiddatul Uzkiyyah* | Ika Nurul Qamari* | Meika Kurnia Puji Rahayu*


Abstract The aims of this study are to assess research trends in turnover intention from 2017 to 2023 using data accessed from the Scopus online database. Methodology – The Scopus database screened publications to identify literature related to turnover intention behavior. VOSviewer is used to analyse the occurrence of keywords and coauthors. Findings – The results show that the trend of publications on turnover intention behavior continues to increase until the most papers appear in 2022. The paper most cited is “Will we have the same employees in hospitality after all? The impact of COVID-19 on employees’ work attitudes and turnover intentions”. The author with the most publications is Riberio, N. This analysis provides direction for writers who are interested in the topic of turnover intention by providing information related to articles, authors, publication subjects, and countries that are prominent in turnover intention behavior, as well as keywords that are often used in turnover intention research. Limitations – This study has limitations related to the database, which is only taken from the Scopus database. Originality – This study has both contributions and impactful implications for the growth of turnover intention research across a range of disciplines, including the principal investigators and their country of origin.

Keywords: employees, VOSviewer, SALSA methods structure, area of responsibility, urban planning

1. Introduction

Human resource behavior is an important highlight for organizations and companies. Human resources must be able to have an oriented attitude in accordance with the rules, image and goals of the company so that the company can realize the values and goals that are well planned. The behavior of employees in the company can determine the state of the company itself (Zhou et al 2020). Many companies that are performing well can be damaged by several employee behaviors that can damage the company's image. One form of this behavior is the intention to leave the company (turnover intention). Every company must have turnover intention behavior from employees or members of the organization. Turnover intention carried out by members of the organization and employees can be done consciously whether they already have a replacement job or they choose a comfortable place to work or are caused by other things (Hartini et al 2021).

Turnover intention is a desire regarding the workforce who choose to quit their jobs or resign from organizations or companies based on various reasons, one of which is to obtain a better position than the previous organization Wulandari and Adnyani (2016). The decision to resign or change the workplace for employees is a final choice to be made if the working conditions or work environment do not match what is expected. The occurrence of turnover intention in a company not only eliminates organizational talent, but can also hamper the smooth running of an organization.

One of the factors that can result in employee turnover from the company is being attracted to other organizations Uğural et al (2020). The presence of startup companies in Indonesia makes business competition in the very tight technology sector encouraging many workers to look at this industry as their place of work. This is supported by the very rapid growth of internet users, where based on the results of a survey by the Association of Indonesian Internet Service Providers (APJII), internet users in Indonesia reach 215.63 million people in the 2022-2023 period. This number increased by 2.67% compared to the previous period of 210.03 million users. This can encourage the emergence of many new startup companies in the technology sector from various fields ranging from agriculture, health, education, travel and accommodation, e-commerce to finance.

The phenomenon of startup companies has also encouraged many young people, especially the millennial generation, to choose to work for these companies rather than companies in capital-intensive industries or corporations. This is supported by reports (Mikti 2021) who claim that the majority of employees in startup companies are dominated by people who are in the age range of 17-39 years, where generation Z (17-25 years) is 49.60% and millennial generation or Y (26-39 years) is 46.90%. These data reinforce the opinion that young people prefer startup companies as a place to work compared to other companies because more than 95% of the employees who work are young people. The reasons why the younger
generation prefers startup companies include work flexibility, greater learning opportunities, freedom to express ideas and a casual work atmosphere Kumparan (2017).

The results of a survey conducted by Revou in 2021 show that during the period April 2020 to April 2021, the number of employees in technology companies experienced a very significant increase. Companies engaged in the healthcare sector grew by 26%, the edutech sector grew by 21%, the e-commerce and transportation sector grew by 14%, and the fintech sector grew by 4%. Unfortunately, the travel sector experienced a decline of 14% due to restrictions on community activities and activities during the COVID-19 pandemic. With the above phenomena, the focus of writing is to explore and map information related to turnover intention.

2. Literature Review

Intention (desire) is an intention that exists in individuals in doing something. Turnover is the cessation of an individual or an employee from their place of work to a new place of work. Thus, turnover intention is a desire or tendency of employees to make voluntary workplace changes Nasir et al (2022).

Basically, every individual who has the desire to move or leave the organization is a common thing that happens in companies. Turnover intention is defined as an employee's desire or intention to leave the company voluntarily or move from one workplace to another according to his own choice Gupta and Shaheen (2017). Turnover intention can be said to be detrimental for the company. This is because turnover intention can make the company's image worse and can affect each individual's time and is wasted Jaya and Widiastini (2021) and can also be said to be a process in which employees who leave the company must be replaced by new prospective employees Firdaus (2017).

3. Methods

This study focuses on presenting research trends using bibliometric indicators that conceptualize turnover intention. data obtained from searching the Scopus database from 2017 to 2023 to identify literature reviews regarding turnover intention. This study examines research on turnover intention which is registered in Scopus indexed journals because it has a wider coverage of quality journals and provides research information that is credible, with strict indexing and a large number of citations Harzing and Alakangas (2016). This research focuses on international journals extracted from the Scopus database using a search engine. The journal search is limited to finding the maximum number that corresponds to the turnover intention during the publication period.

To achieve research objectives and perform data analysis, researchers use the widely used SALSA method Papaioannou et al (2009). SALSA stands for Search, Appraisal, Synthesis and Analysis. First, the search (collection of data) includes almost all possible sources and keywords to avoid possible loss of relevant data. The researcher expanded the search to document titles, abstracts, and keywords from the entire Scopus database using the search term "turnover intentions", which resulted in 715 documents with a focus on accessible documents. The second stage is appraisal, which corrects the data that have been searched for in the first stage. The search results show that various fields of study are covered in certain topics that are not directly related to the literature such as energy, biochemistry, physics, and astronomy. Even though there are many fields of study, what the author thinks is relevant is related to Business, Management, and Accounting, which produced the remaining 245 documents. The third stage, namely, synthesis (integration), is a stage related to building an analytical framework using various data that have been collected. By limiting the obtained documents to "articles", the remaining 239 documents remained. The fourth stage is analysis, where this research is analyse using bibliometric techniques and using VOSviewer software Jan and Ludo (2010) for visualization and presentation of bibliometric results.

Figure 1 SALSA steps of data selection and analysis.
4. Analysis and Discussion

4.1. Publications per Year

Research on turnover intention is interesting to discuss further. Picture 2 shows a small number of publications, which occurred in 2019, namely, only 23 publications. Then the most publications occurred in 2022, which shows that researchers and students remain optimistic that theory and research on turnover intention will receive enough focus in academic circles.

![Figure 2 Publication by Year](image)

4.2. Most cited papers

The citation rates below with regard to “turnover intention” The 10 most cited papers on turnover intention are shown in Table 1.

<table>
<thead>
<tr>
<th>Title</th>
<th>Author</th>
<th>Year</th>
<th>Cite by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will we have the same employees in hospitality after all? The impact of COVID-19 on employees' work attitudes and turnover intentions</td>
<td>Demirović Bajrami, D., Terzić, A., Petrović, MD, Tretiakova, TN, Hadoud, A.</td>
<td>2021</td>
<td>101</td>
</tr>
<tr>
<td>Mediation of job embeddedness and satisfaction in the relationship between task characteristics and turnover: A multilevel study in Portuguese hotels</td>
<td>Ferreira, Al, Martinez, LF, Lamelas, JP, Rodrigues, RI</td>
<td>2017</td>
<td>68</td>
</tr>
<tr>
<td>Trust in organization as a moderator of the relationship between self-efficacy and workplace outcomes: A social cognitive theory-based examination</td>
<td>Ozyilmaz, A., Erdogan, B., Karaeminogullari, A.</td>
<td>2018</td>
<td>64</td>
</tr>
<tr>
<td>Determinants of Turnover Intention of Social Workers: Effects of Emotional Labor and Organizational Trust</td>
<td>Cho, VJ, Song, HJ</td>
<td>2017</td>
<td>63</td>
</tr>
<tr>
<td>The impact of abusive supervision and co-worker support on hospitality and tourism is student employees' turnover intentions in Ecuador</td>
<td>Xu, S., Martinez, LR, Van Hoof, H., (...)</td>
<td>Torres, L., Farfan, K., Yang, F., Li, X., Zhu, Y., Li, Y., Wu, C.</td>
<td>2018</td>
</tr>
<tr>
<td>Job burnout of construction project managers in China: A cross-sectional analysis</td>
<td></td>
<td>2017</td>
<td>57</td>
</tr>
<tr>
<td>Why do self-initiated expatriates quit their jobs: The role of job embeddedness and shocks in explaining turnover intentions</td>
<td>Hussain, T., Deery, S.</td>
<td>2018</td>
<td>54</td>
</tr>
<tr>
<td>Impact of work engagement on turnover intention: Moderation by psychological capital in India</td>
<td>Gupta, M., Shaheen, M.</td>
<td>2017</td>
<td>47</td>
</tr>
<tr>
<td>Discrete emotions linking abusive supervision to employee intentions and behavior</td>
<td>Peng, AC, M. Schaubroeck, J., Chong, S., Li, Y.</td>
<td>2019</td>
<td>45</td>
</tr>
</tbody>
</table>

*Source: Scopus Database*

The following are the details for some of the most cited papers by researchers based on Scopus search results: “Will we have the same employees in hospitality after all? The impact of COVID-19 on employees' work attitudes and turnover intentions” Demirović Bajrami et al (2021) which has been cited 101 times and is a paper that is often cited from 2017 – 2023. This study aims to examine how the impact of COVID-19 is expressed through work insecurity, employee health complaints that occur during the isolation period, risk-taking behavior at work and changes in the organization that may affect work-related attitudes and intentions to move from company to the hospitality industry. The results show that the job insecurity felt by the respondents proved to be a strong predictor of work motivation, job satisfaction and the desire to leave the hospitality industry.
company. Second, "Mediation of job embeddedness and satisfaction in the relationship between task characteristics and turnover: A multilevel study in Portuguese hotels” Ferreira et al (2017) this study was cited 68 times. This study aims to understand how job engagement and job satisfaction can reduce the undesired impact of task characteristics on turnover intention. The results of this study indicate that both at the individual level and the level of hotel analysis, job satisfaction and job engagement fully mediate the relationship between different task characteristics and switching intentions. Third, "Trust in organization as a moderator of the relationship between self-efficacy and workplace outcomes: A social cognitive theory-based examination" Ozyilmaz et al (2018) this study has been cited in other studies 64 times. They argue that self-efficacy will interact with an individual's belief in the system, or belief in the organization, to predict work attitudes and behavior. This study found that self-efficacy has a more positive effect on job satisfaction, task performance and civic behavior when trust in the organization is high. Interestingly, self-efficacy has a positive impact on switching intentions when trust in the organization is low. Fourth, "Determinants of Turnover Intention of Social Workers: Effects of Emotional Labor and Organizational Trust” Cho and Song (2017) has a total of 63 citations in other studies.

This research explores the determinants of the turnover intention of social workers. The retention of social workers is critical in the field of social welfare because high turnover rates are directly related to reduced quality of care. Of the many factors that influence turnover intention, this study focuses on emotional work and organizational beliefs.

4.3. Most Publications Author

Figure 3 presents information from authors who have published studies on turnover intention. Based on this information we can analyse that the most productive writer on turnover intention is Riberio, N who published 4 papers. In addition, Rofcanin, Y is also the most influential, who also published 4 papers on turnover intention. This is followed by Ali, M, Faisal, S, Gomes, DR, Las Heras, M, and Liu Lastres, B, who have 3 papers on turnover intention.

![Most Publication Authors](image)

4.4. Most Influential Country

Figure 4 illustrates the distribution of 174 of the 239 papers contributed on the topic of turnover intention by country of origin of the researchers. The United States topped the list of countries with the most publications on turnover intention with a total of 29 publications, followed by the United Kingdom with 27 publications. Malaysia published 21 publications, Pakistan published 20 publications, Indonesia had the same publications, with 14 publications, equal to Likewise, with Australia which both have 14 publications, Spain has 13 publications, followed by Saudi Arabia, Portugal, and South Africa which have the same number of publications, namely, 12 publications. Based on the analysis, six of the highest ranked countries are the United States, United Kingdom, Malaysia, Pakistan.

4.5. Publication Subject

Figure 5 explains that Business, management and accounting tops the list with 239 published papers, followed by the subject of economics, econometrics and finance with 65 published papers. Furthermore, psychology is the third most popular subject with a total of 36 published papers. It is clear that the three publication subjects have made a very large contribution to the turnover intention paper.
4.6. Keyword Co-occurrence Network Analysis

Keyword co-occurrence network analysis was conducted to identify how often keywords were used in turnover intention papers. This analysis allows us to identify research topics and topics that are usually identified by researchers. Table 2 shows the keyword turnover intention appearing five or more times in the Scopus database from 2017 to 2023. In addition, the authors conducted a network analysis of the co-occurrence of keywords using VOSviewer software, which plots a text mining-based map that calculates the relationship between keywords based on the distance between different terms Laudano et al (2018). The shorter the distance between the terms, the stronger the relationship Dolhey (2019). Figure 6 presents the event network map with keywords. A total of 34 keywords were used with the number of occurrences of keywords at least 5 times with a total of 803 occurrences. This map presents the relationship between keywords connected by lines. These rows indicate the co-occurrence of one keyword and another in various papers in the data set used. Turnover intention has the closest relationship to employee engagement and job satisfaction, meaning that turnover intention has a very strong relationship with employee engagement and job satisfaction.
Table 2 Keywords found more than five times in the Turnover Intention.

<table>
<thead>
<tr>
<th>Number</th>
<th>Keyword</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Turnover Intention</td>
<td>172</td>
</tr>
<tr>
<td>2</td>
<td>Turnover Intentions</td>
<td>69</td>
</tr>
<tr>
<td>3</td>
<td>Job Satisfaction</td>
<td>61</td>
</tr>
<tr>
<td>4</td>
<td>Organizational Commitment</td>
<td>20</td>
</tr>
<tr>
<td>5</td>
<td>Work Engagement</td>
<td>15</td>
</tr>
<tr>
<td>6</td>
<td>Affective Commitment</td>
<td>12</td>
</tr>
<tr>
<td>7</td>
<td>Burnout</td>
<td>12</td>
</tr>
<tr>
<td>8</td>
<td>Work-family conflict</td>
<td>10</td>
</tr>
<tr>
<td>9</td>
<td>COVID-19</td>
<td>9</td>
</tr>
<tr>
<td>10</td>
<td>Emotional Exhaustion</td>
<td>9</td>
</tr>
<tr>
<td>11</td>
<td>Human</td>
<td>9</td>
</tr>
<tr>
<td>12</td>
<td>Social Exchange Theory</td>
<td>9</td>
</tr>
<tr>
<td>13</td>
<td>Transformational Leadership</td>
<td>9</td>
</tr>
<tr>
<td>14</td>
<td>Job Stress</td>
<td>8</td>
</tr>
<tr>
<td>15</td>
<td>Job Embeddedness</td>
<td>7</td>
</tr>
<tr>
<td>16</td>
<td>leadership</td>
<td>7</td>
</tr>
<tr>
<td>17</td>
<td>Person-organization Fit</td>
<td>7</td>
</tr>
<tr>
<td>18</td>
<td>Abusive Supervision</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Scopus Database

Figure 6 Keyword Co-occurrence Network.

4.7. Network Analysis Co-authorship

Researchers are determined to collaborate with other professionals to discover new insights and specialties. This collaboration broadens the scope of research projects and drives innovation (Fonseca et al, 2016). Network analysis is used to visualize scientific and research collaborations and patterns and identify authors who co-authored with the greatest number of other authors in a data set (Dolhey, 2019). Simply put, co-authorship analysis shows an author’s desire to collaborate closely with other authors.

In this study, the number of authors in the data set was 728. VOSviewer only selected authors who had created a data set with at least two other authors. Based on this, the results obtained are 19 authors which is the largest collection of writers who have written together among themselves. Figure 7 presents a co-authorship network, and authors who have co-authored with more authors are given larger circles and labels.
5. Conclusions

This study presents a bibliometric analysis of various published literature studies on the topic of turnover intention during the 2017 – 2023 period. A total of 239 articles were selected from the Scopus database. This study focuses on year-to-year trends in publications about turnover intention. It identifies the most cited papers, the most published authors, the most influential countries and the subject of publication. Research on turnover intention is on the rise and will reach its peak in 2023. Research that is widely cited in the turnover intention literature analyses the relationship between influences that can influence turnover intention. The author who has published the most publications regarding turnover intention is Riberio, N. and the United States is the country that has published the most papers on turnover intention. Then, the most popular areas in publications regarding turnover intention are business, management and accounting.

There are several implications from this analysis that contribute to turnover intention. First, the results published annually and the most cited papers show an increasing interest in the topic of turnover intention. Various publication subjects focusing on business, management, and accounting. The keywords in this publication are various and focus on turnover intention, turnover intentions, job satisfaction, organizational commitment and others. Second, the author's analysis of turnover intention behavior allows the author to identify studies that will facilitate future research. Likewise, an analysis of publications by country indicates global interest in the behavioral area of turnover intention. Third, co-occurrence analysis that presents keywords allows prospective researchers to identify research focus on turnover intention behavior. The keywords of the paper can represent its main purpose, and the frequency of occurrence of keywords reflects the development of the topic of turnover intention behavior by researchers.

6. Limitations and Recommendations

This study only uses the Scopus database to search for and filter papers on turnover intention behavior. Therefore, papers that were not indexed by Scopus were not included in this study. Other databases can be referenced in writing, such as Google Scholar, and Web of Science can be considered by future authors. Second, future writers can broaden their research horizons to gain a more comprehensive understanding of the issue of turnover intention.

Ethical Considerations

Not Applicable.

Conflict of Interest

There is no conflict of interest declared by the authors.

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References


