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(IJEPC)**[www.ijepec.com](http://www.ijepec.com)**TURNOVER INTENTION SERVICES COMPANIES: A  
SYSTEMATIC REVIEW**Halimaton Sa'adiah Abdul Jalil<sup>1\*</sup>, Amelia Mohd Noor<sup>2</sup>, Aslina Ahmad<sup>3</sup><sup>1</sup> Faculty of Human Development, Psychology & Counselling, Universiti Pendidikan Sultan Idris, Malaysia  
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**To cite this document:**Abdul Jalil, H. S., Noor, A. M., & Ahmad, A. (2025). Turnover Intention Services Companies: A Systematic Review. *International Journal of Education, Psychology and Counseling*, 10 (57), 174-193.**DOI:** 10.35631/IJEPC.1057012This work is licensed under [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)**Abstract:**

Turnover intention is a significant problem most service companies are facing, as it can directly affect employee retention, organisational performance, and general productivity of the companies that provide service. This scholarly review analyses the systematic review factors impacting turnover intention, organized around four major themes: (1) Organisational Commitment and Turnover Intention, (2) Work-Related Stimuli and Psychological Sources, (3) Human Resource (HR) Industry and Job Satisfaction and Retention strategies, (4) Miscellaneous or Inter-Thematic research. Using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, we performed a systematic search for academic articles published between the years 2021 and 2024 in Scopus and ERIC databases. A systematic review of the current primary literature was performed, resulting in 35 studies grouped according to certain inclusion criteria. These were then used to identify emerging trends and highlights of the field. This positively affects turnover intention and highlights the significance of organisational commitment and best practices of HR for turnover intention.

**Keywords:**

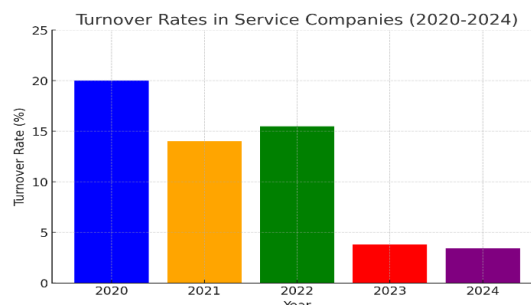
Commitment Organisation, Employee Retention, Human Resources, Services Companies, Turnover, Turnover Intention.

## Introduction

Turnover intention is understood to be the conscious and deliberate decision employees make to depart the organisation (Abdul Latif et al., 2022). It has led to a growing body of literature on turnover intention within organisational behavior and human resource management (HRM). Notably, the intention to depart is an antecedent to actual turnover, which incurs serious operational and financial costs for organisations (especially in the service sector) (Duarte & Silva, 2023). In particular, service companies depend heavily on human capital for quality and customer satisfaction and are highly susceptible to the negative consequences of high employee turnover rates (Alkandari et al., 2023; Hwei & Anuar, 2024). Therefore, it is of utmost significance to help organisations understand the determinants and consequences of turnover intention to design strategies that increase employee retention and stability in organisations (Ponnu & Chuah, 2010).

Hence, the study of turnover intention becomes relevant (Narwaria et al., 2024). In service companies, high turnover rates disturb continuity, raise recruitment and training costs, and detract from service quality and customer satisfaction (Alkandari et al., 2023). Moreover, turnover intention may also serve as a sign of deeper problems like job dissatisfaction, burnout, and low organisational commitment that might undermine the overall atmosphere in the workplace (Shah et al., 2019). Therefore, by tapping into the antecedents and outcomes of turnover intention, organisations can create a more engaged, satisfied, and productive workforce (Mondo et al., 2022).

Despite the numerous findings about turnover intention, there are a few disagreements. These will always be, especially in connection with mental and physical health and loyalty to the employer (Han & Cai, 2024; Zambrano-Chumo & Guevara, 2024). However, the existing study is relatively limited in terms of cultural disparity and the geographical origins of its subjects, without which the state of employees in various environments cannot be fully understood (Suwanto et al., 2024). This study pertains to establishing the significance of various variables that determine turnover vs innovation in the service sector. In exploring how these elements interact to lead people to depart more than any other factor, the study investigates the determinants of turnover intentions in service companies at a company (Alkaabi et al., 2024). However, these statistics highlight the varying turnover rates within different sectors of the service industry over recent years.



Source: (Aon plc., 2020; Kimble Applications, 2021; LinkedIn Economic Graph., 2022; Statistics., 2024; U.S. Bureau of Labor Statistics., 2023)

## Literature Review

Turnover intention has been a significant area of research within the field of employees due to its consequences on firms and their employees (Nair et al., 2024). This review integrates the results of different research in order to address the reasons influencing turnover intention in service companies concerning various cultures and industries. One of the prominent theories explaining turnover intention is the Job Demands-Resources (JD-R) Theory (Demerouti et al., 2001), which suggests that employees' decision to leave an organization is influenced by the balance between job demands and available resources.

Several research studies have pinpointed various reasons that may positively or negatively impact the turnover intention phenomenon. For example, key factors in the South African financial services industry include employee engagement, time wasted on non-core activities, perceived career development opportunities, and perceived supervisor support (Sari et al., 2024). Similarly, in the tourism and hospitality sector on which this research is focused, job satisfaction, organisational commitment, and relationship quality are more important (Bae, 2023). In one research in a call center business located in China, job satisfaction and commitment to the organisation and career as well as the commitment to an organisation turned out to be crucial variables, where the latter was the best predictor of turnover intention (Noerchoidah et al., 2023). Furthermore, a survey conducted in the educational service sector in China revealed the significance of managerial behavior empowerment, psychological empowerment, career opportunity to grow, and commitment to the organisation in impacting turnovers (Ramasamy & Mengling, 2024).

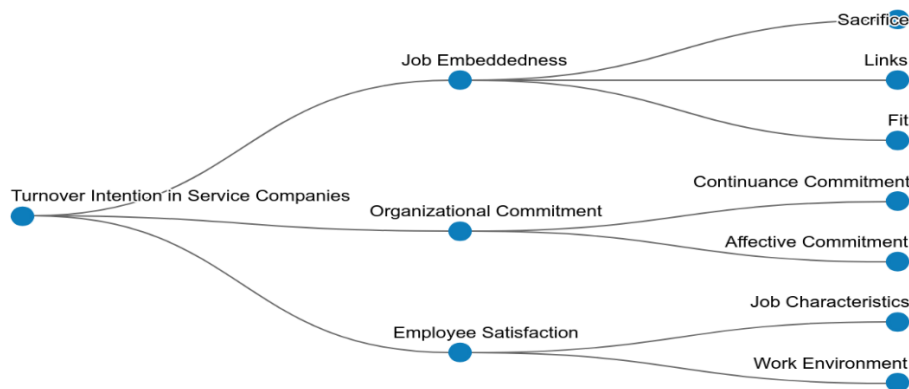
Turnover intention can also be observed from the perspective of various organisational and work-related factors. A systematic review noted that work/life balance and potential future developments are the strongest variables predicting turnover intention (Putri et al., 2024; Sari et al., 2024). In the case of South African BPS, the links between HRM practices, job demands, and job resources with burnout and, subsequently, turnover intention were found to exist (Barnard et al., 2023). Meanwhile, in the hospitality sector, it was reported that training, empowerment, and affective organisational commitment were vital predictors of turnover intention (Ribeiro et al., 2020). Additionally, a study conducted in the insurance sector in Malaysia reported that customer service orientation, training, empowerment, and role stressors were discovered to affect job satisfaction and turnover intention (Mihardjo et al., 2021).

Personal and demographic factors also significantly influence an individual's turnover intention. Research conducted in the hospitality sector during the post-COVID period revealed that age and marriage were the strongest indicators of turnover intention. It is when older and married workers are less prone to turnover (Croes et al., 2024).

Hence, this research works to dispel established views about the importance of demographics as well as work-related factors in retention decision-making by noting the relevance of personal circumstances, health risks, and economic burdens. On top of that, in the study about the tourism sector, job satisfaction and commitment to the organisation were crucial determinants of turnover intention. At the same time, job satisfaction was also reported to influence the intention indirectly through organisational commitment (Nelwan et al., 2024).

The studies under consideration have numerous theoretical and practical implications. The results imply that it would be appropriate for organisations to emphasize the area of improving job satisfaction and organisational commitment as well as the provision of career advancement opportunities in order to lower the intention to turnover. For example, in the Chinese service sector, it was observed that training increased effective organisational commitment and decreased turnover (Noerchoidah et al., 2023). In the Saudi Arabian hospitality industry, promoting training and development scenarios and a better working atmosphere were suggested to enhance individuals' job commitment (Piaralal et al., 2016). Furthermore, the studies also reinforced the argument that no single solution addresses turnover intention. Instead, it is a combination of organisational and personal factors that must be addressed (Hartwig et al., 2024).

Finally, in service firms, turnover intention is a nuanced phenomenon that can be understood through an examination of an individual's organisational, work, personal, and demographic characteristics. It is critical to note that to reduce intention to turnover, enhancing job satisfaction, organisational commitment, career advancement opportunities, personal circumstances, and a conducive working atmosphere are key measures (Wei et al., 2021). In future work, these factors should be assessed in other cultures and industries to mature.



## Research Question

Research Questions (RQ) are crucial in a Systematic Literature Review (SLR) since they provide the foundation and direction for the entire review process. They guide the scope and focus of the SLR, helping to determine which studies to include or exclude, ensuring that the review remains relevant and specific to the topic of interest. Notably, a well-defined RQ ensures that the literature search is exhaustive and systematic, covering all relevant studies that address key aspects of the topic. This minimizes the risk of bias and ensures a complete overview of the existing evidence. Additionally, RQs facilitate the categorization and organisation of data from included studies, providing a framework for analyzing findings and synthesizing results to draw meaningful conclusions. They also enhance clarity and focus, avoiding ambiguity and keeping the review concentrated on specific issues, making the findings more actionable and relevant. Furthermore, well-formulated RQs contribute to the transparency and reproducibility of the review, allowing other researchers to follow the same process to verify findings or extend the review to related areas. Ultimately, RQs ensure that the review aligns with the overall objectives of the study, whether it is to identify gaps in the

literature, evaluate the effectiveness of interventions, or explore trends in a specific field, making them the backbone of a rigorous, focused, and relevant SLR.

Specifying the RQs is the most vital activity at the planning stage and the most crucial part of any SLR, as it drives the entire review methodology (Kitchenham, 2007). This is with the consideration of the goal of our SLR, which is to identify and analyze the state of the art. The PICO framework is a mnemonic style used to formulate RQs, particularly in qualitative research proposed by (Lockwood et al., 2015) was applied in this study. PICO stands for Population, Interest, and Context. Here is what each component means:

1. *Population (P)*: This refers to the group or participants of interest in the study. It specifies who the research is focused on, such as a specific demographic, patient group, or community.
2. *Interest (I)*: This represents the main focus or phenomenon of interest in the study. It could be a particular experience, behavior, intervention, or issue that the research aims to explore or understand.
3. *Context (Co)*: This defines the setting, environment, or specific context in which the population and interest are situated. It might refer to geographical location, cultural or social settings, or any other relevant backdrop for the research.

Utilizing the PICO framework helps structure RQs clearly and systematically by breaking down the key elements of the study into these three components. This approach ensures that the research is focused and the questions are well-defined, making searching for relevant literature or designing a study easier. This study achieved three RQs as below.

Research Question 1: How does organisational commitment influence turnover intention among employees in Malaysian service companies?

Research Question 2: What role do psychological factors play in shaping turnover intention among employees in the global service sector?

Research Question 3: How do human resource practices and the work environment influence turnover intention in service companies within emerging economies?

### **Material And Methods**

For conducting SLRs, the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) approach is a widely accepted standard that guarantees transparency, completeness, and consistency throughout the procedure (Page et al., 2021). Accordingly, researchers can improve the accuracy and rigor of their analysis by adhering to PRISMA guidelines, which guide how to systematically identify, screen, and include studies in their review. The method also highlights the significance of randomized studies, acknowledging their ability to lessen bias and providing strong evidence for the review. Two fundamental databases, ERIC and Scopus, were used in this analysis due to their wide coverage and robustness.



The PRISMA approach is organized into four key stages: identification, screening, eligibility, and data abstraction. In the identification phase, databases are searched to locate all relevant studies. The screening phase then evaluates these studies against predefined criteria to eliminate irrelevant or low-quality research. During the eligibility phase, the remaining studies are thoroughly assessed to confirm that they meet the inclusion criteria. Finally, data abstraction focuses on extracting and synthesizing data from the included studies, which is essential for deriving meaningful and reliable conclusions. This structured method ensures that the systematic review is conducted with rigor, leading to trustworthy results that can guide future research and practice.

### Identification

In this study, a systematic review process was utilized to gather a substantial body of relevant literature. The process began with selecting keywords and identifying related terms through dictionaries, thesauri, encyclopedias, and prior studies. All relevant terms were compiled, and search strings were created for use in the ERIC and Scopus databases (as outlined in Table 1). This initial step yielded 1,240 publications pertinent to the study topic from the two databases.

**Table 1: The Search String**

<b>Scopus</b>	TITLE-ABS-KEY ((turnover AND "employee turnover" AND "turnover intention")) AND PUBYEAR > 2020 AND PUBYEAR < 2025 AND (LIMIT-TO (SUBJAREA, "SOC")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (PUBSTAGE, "final")) AND (LIMIT-TO (SRCTYPE, "j")) AND (LIMIT-TO (LANGUAGE, "English")) Date of Access: December 2024
<b>ERIC</b>	(turnover AND "employee turnover " AND "turnover intention") Date of Access: December 2024

### Screening

In the screening phase, potentially relevant research items are evaluated to ensure they align with the predefined RQ(s). This stage often involves selecting studies related to turnover intention and removing duplicate entries. After excluding 1,079 publications, 161 papers remained for further analysis based on specific inclusion and exclusion criteria (see Table 2). The primary focus was on literature that serves as a key source of valuable insights, including book series, book reviews, meta-syntheses, meta-analyses, conference proceedings, and chapters omitted from recent studies. Moreover, only English-language publications from 2021 to 2024 were considered. Ultimately, eight additional publications were excluded due to duplication.

**Table 2: The Selection Criterion is Searching**

Criterion	Inclusion	Exclusion
Language	English	Non-English
Timeline	2021 – 2024	< 2021
Literature type	Journal (Article)	Conference, Book, Review, meta-analyses

Publication Stage	Final	In Press
Subject Area	Social Sciences	Besides Social Sciences

### ***Eligibility***

In the eligibility phase, the third step of the process, 153 articles were initially selected for review. During this stage, the titles and core content of each article were meticulously evaluated to confirm their alignment with the inclusion criteria and research objectives. As a result of this screening, 118 articles were excluded for various reasons, including irrelevance to the research field, insignificant titles, abstracts misaligned with the study's objectives, lack of access to full texts, or insufficient empirical evidence. Ultimately, 35 articles were deemed suitable and retained for further review.

### **Data Abstraction and Analysis**

This study employed an integrative analysis as an assessment strategy to examine and synthesize various research designs, particularly quantitative methods. The primary objective was to identify relevant topics and subtopics. The process began with data collection as the initial step in theme development. As illustrated in Figure 2, the authors carefully analyzed a selection of 35 publications to extract assertions or content pertinent to the study's topics. They then reviewed significant existing studies on turnover intention within service companies, focusing on methodologies and research findings. Finally, the authors collaborated with co-authors to develop themes grounded in the study's context. Throughout the data analysis, a log was maintained to document analyses, perspectives, challenges, and reflections relevant to data interpretation.

### ***Quality of Appraisal***

According to the guidelines proposed by Kitchenham and Charters (Kitchenham, 2007), once we have selected the primary study, we have to assess the quality of the research they present and quantitatively compare them. In this study, we apply Quality Assessment (QA) from Anas Abouzahra et al. (Abouzahra et al., 2020), comprising six QAs for our SLR. The scoring procedure for evaluating each criterion involves three possible ratings: "Yes" (Y) with a score of 1 if the criterion is fully met, "Partly" (P) with a score of 0.5 if the criterion is somewhat met but contains some gaps or shortcomings, and "No" (N) with a score of 0 if the criterion is not met at all.

- QA1. Is the purpose of the study clearly stated?
- QA2. Is the interest and the usefulness of the work clearly presented?
- QA3. Is the study methodology clearly established?
- QA4. Are the concepts of the approach clearly defined?
- QA5. Is the work compared and measured with other similar work?
- QA6. Are the limitations of the work clearly mentioned?

The table outlines a QA process used to evaluate a study based on specific criteria. Three experts assess the study using the criteria listed, and each criterion is scored as "Yes" (Y), "Partly" (P), or "No" (N). Here is a detailed explanation:

1. **Is the purpose of the study clearly stated?**
  - This criterion investigates whether the study's objectives are clearly defined and articulated. A clear purpose helps set the direction and scope of the research.
2. **Is the interest and usefulness of the work clearly presented?**
  - This criterion evaluates whether the study's significance and potential contributions are well-explained. It measures the relevance and impact of the research.
3. **Is the study methodology clearly established?**
  - This assesses whether the research methodology is well-defined and appropriate for achieving the study's objectives. Clarity in methodology is crucial for the study's validity and reproducibility.
4. **Are the concepts of the approach clearly defined?**
  - This criterion examines whether the theoretical framework and key concepts are clearly articulated. Clear definitions are essential for understanding the study's approach.
5. **Is the work compared and measured with other similar work?**
  - This evaluates whether the study has been benchmarked against existing research. Comparing with other studies helps position the work within the broader academic context and highlights its contributions.
6. **Are the limitations of the work clearly mentioned?**
  - Each expert independently assesses the study according to these criteria, and the scores are then totalled across all experts to determine the overall mark. For a study to be accepted for the following process, the total mark, derived from summing the scores from all three experts, must exceed 3.0. This threshold ensures that only studies meeting a certain quality standard proceed further.



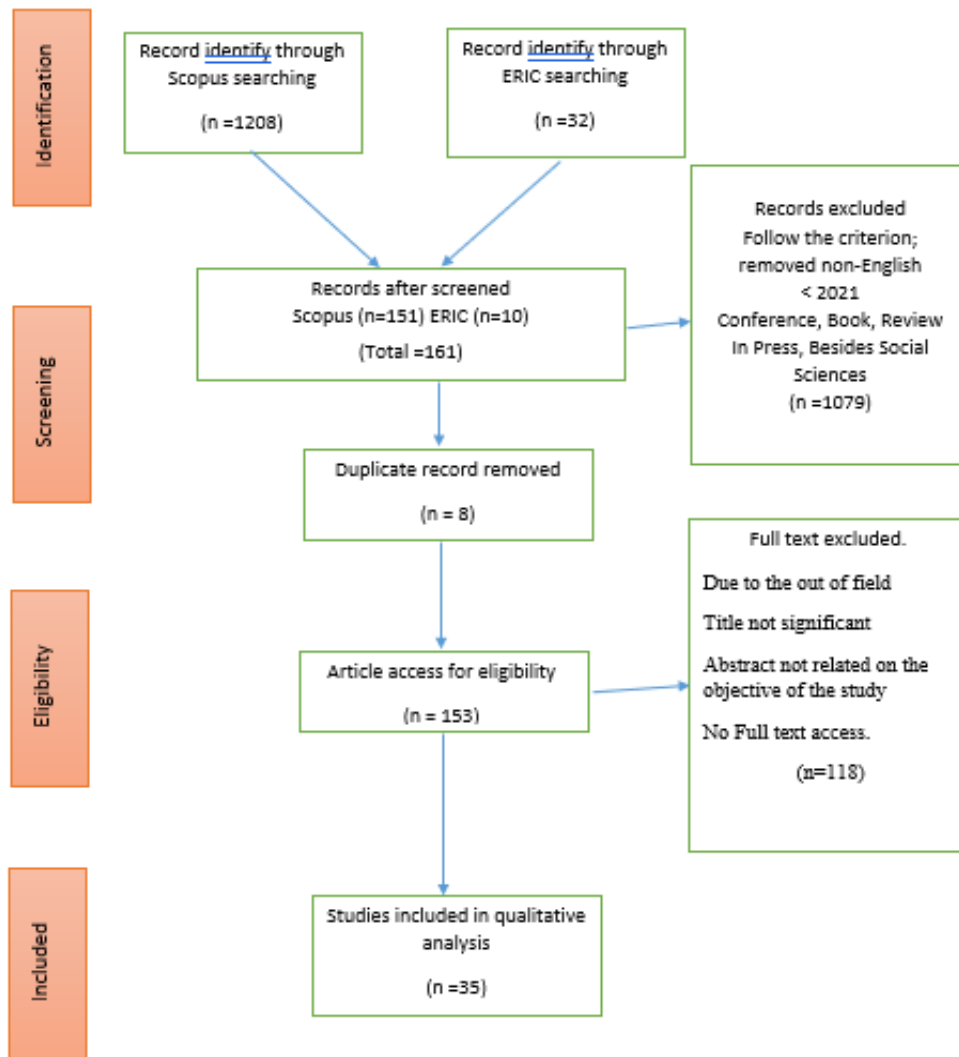


FIGURE 2. Flow diagram of the proposed searching study (Page et al., 2021)

### Result and Finding

Based on QA, Table 2 summarizes the result of assessment performance for selected primary studies. This systematic review highlights the multifaceted nature of turnover intention in service companies, drawing from 35 scholarly articles published between 2021 and 2024. The findings reveal that organisational commitment, work-related stressors, psychological factors, and HR practices are central to understanding why employees consider leaving their jobs. Meanwhile, strong organisational commitment, fostered through supportive leadership, a positive workplace culture, and trust in management, consistently emerges as a key factor in reducing turnover intention. Conversely, work-related stressors such as high workloads, burnout, and poor work-life balance significantly increase employees' inclination to leave, emphasizing the significance of mental health support and stress management strategies.

HR practices play a pivotal role, with competitive salaries, clear career growth opportunities, and regular training identified as effective in boosting job satisfaction and retention. The findings also highlight the interconnectedness of these factors, with sector-specific challenges, generational differences, and external economic conditions further complicating the issue. Ultimately, the review underscores the need for a holistic approach to managing turnover intention, combining efforts to strengthen organisational commitment, alleviate stressors, and implement effective HR strategies. Note that by addressing these areas comprehensively, service companies can create a more stable and satisfied workforce.

Here is the QA table for the selected papers:

The assessment of the selected studies highlights varying levels of quality in addressing turnover intention within service companies. While most studies clearly stated their purpose (QA1) and demonstrated the interest and usefulness of their work (QA2), several exhibited gaps in methodology clarity (QA3) and conceptual definitions (QA4). A notable strength among many papers was the effort to compare and measure findings against similar works (QA5), though limitations were not consistently acknowledged (QA6). Overall, the studies collectively scored an average of 91.67% and 100%, reflecting their contribution to understanding turnover intention. This is particularly through themes such as organisational commitment, work-related stressors, HR practices, and retention strategies. Accordingly, these findings underscore the significance of rigorous methodologies and comprehensive frameworks in producing impactful and actionable research in this area.

To evaluate the quality of the provided papers according to the six QA criteria (QA1 to QA6) and summarize the results in the requested table format, the researcher would need access to the full articles. Unfortunately, the researcher can only analyze the abstracts provided. Based on the abstracts, the researcher will assess the quality criteria as thoroughly as possible. Below is the assessment table derived from the abstracts:

**Table 2:**

PS	Title	QA1	QA2	QA3	QA4	QA5	QA6	Total Mark	Percentage (%)
PS1	The Impact of Organisational Justice on Intention to Stay	1	1	1	1	0.5	0.5	5	83.33
PS2	The Mediating Effect of Person-Environment Fit on the Relationship Between Organisational Culture and Staff Turnover Intentions	1	1	1	1	0.5	0.5	5	83.33
PS3	Role Stressors and Turnover Intention Among Doctors in Malaysian Public Hospitals	1	1	1	1	0.5	1	5.5	91.67

PS4	Modeling Turnover Intentions of Distributors in Multilevel Organisations in Malaysia	1	1	0.5	1	0	0.5	4	66.67
PS5	Turnover Intentions Among Gen Y in Malaysia's Banking Industry	1	1	1	1	0.5	0.5	5	83.33
PS6	The Roles of Work-Family Conflict and Family-Work Conflict Linking Job Satisfaction and Turnover Intention of Academic Staff	1	1	1	1	0.5	1	5.5	91.67
PS7	The Relationship Between Organisational Commitment and Intention to Quit	1	1	1	1	0.5	0.5	5	83.33
PS8	The Relationship Between Job Insecurity, Shock, and Turnover Intention Amongst Survivors of Organisational Downsizing	1	1	1	1	0.5	0.5	5	83.33
PS9	Green Human Resource Management (GHRM) Practices and Millennial Employees' Turnover Intentions in Tourism Industry in Malaysia	1	1	1	1	0.5	0.5	5	83.33
PS10	Determinants of Turnover Intentions of Malaysian Academicians	1	1	0.5	0.5	0.5	0.5	4	66.67
PS11	Lecturers' turnover intention and intention to remain with the organisation	1	1	1	1	1	0.5	5.5	91.67
PS12	Factors influencing millennial employees' turnover intention in multinational corporations in Penang	1	1	1	1	0.5	0.5	5	83.33

PS13	The Relationship Between Toxic Leadership, Job Insecurity, Workplace Bullying and Turnover Intention	1	1	1	1	0.5	1	5.5	91.67
PS14	Satisfaction matters: the relationships between HRM practices, work engagement and turnover intention	1	1	1	1	1	0.5	5.5	91.67
PS15	Perceived organisational injustice, job satisfaction, organisational commitment...	1	1	1	1	0.5	0.5	5	83.33%
PS16	The moderating roles of organisational commitment on the relationship...	1	1	1	1	0.5	1	5.5	91.67%
PS17	The impact of positive psychological personalities on employee's attitude...	1	1	1	1	1	1	6	100.00%
PS18	The relationship between training satisfaction, organisational citizenship...	1	1	1	1	1	1	6	100.00%
PS19	Sustainability in the Malaysian food and beverage industry: Managing employee...	1	1	1	1	0.5	0.5	5	83.33%
PS20	Performance appraisal and training and development of HRM practices.	1	1	1	1	1	0.5	5.5	91.67%
PS21	The relationship between organisational commitment and turnover intention.	1	1	1	1	0.5	1	5.5	91.67%
PS22	The relationship between burnout and turnover intention among early-career.	1	1	1	1	0.5	0.5	5	83.33%

PS23	Turnover intention among public sector health workforce: Is job satisfaction.	1	1	1	1	0.5	0.5	5	83.33%
PS24	Organisational commitment and turnover intention in Malaysia: Organisational.	1	1	1	1	1	1	6	100.00%
PS25	Turnover Intention among specialist medical practitioners in Sabah	1	1	1	1	0.5	1	5.5	91.67%
PS26	Partial least squares approach for predicting turnover intention: The role of workplace violence and burnout among medical front liners in Malaysia	1	1	1	1	0.5	0.5	5	83.33%
PS27	The determinants of turnover intention among employees in the banking industry	1	1	1	1	1	0.5	5.5	91.67%
PS28	Work Environment as a Moderator Linking Green Human Resources Management Strategies with Turnover Intention of Millennials: A Study of the Malaysian Hotel Industry	1	1	1	1	0.5	1	5.5	91.67%
PS29	The mediating role of employee commitment in the relationship between quality of work life and the intention to stay	1	1	1	1	1	1	6	100%
PS30	Organisational learning culture and psychological empowerment as antecedents of employees' job-related attitudes: A mediation model	1	1	1	1	1	0.5	5.5	91.67%
PS31	The role of transformational	1	1	1	1	0.5	1	5.5	91.67%

	leadership and psychological capital in the hotel industry: A sustainable approach to reducing turnover intention								
PS32	The link between training satisfaction, work engagement, and turnover intention	1	1	1	1	1	1	6	100%
PS33	Performance appraisal satisfaction and turnover intention: The mediating role of work engagement	1	1	1	1	1	1	6	100%
PS34	The relationship between job satisfaction and turnover intention	1	1	1	1	0.5	0.5	5	83.33%
PS35	Human Resource Practices, Organisational Commitment, and Turnover Intention among Bank Employees in Sarawak, Malaysia	1	1	1	1	1	1	6	100%

#### Summary of findings:

Score	Researchers	Strengths	Weaknesses
100% (Highest Score)	Agus & Selvaraj (2020), Chaichi et al.,(2020), Kasa et al.,(2023), Memon et al., (2016, 2020, 2021), Ponnu & Chuah (2010)	Clear purpose, strong methodology, well-defined concepts, effective comparison with other studies, mention of limitations, high usefulness.	None noted.
66.67% (Lowest Score)	Yen et al.,(2010), Abdul Latif et al.,(2022)	Partially met criteria for defining concepts and comparison with other studies.	Did not mention study limitations.

The produced themes were eventually tweaked to ensure consistency. The analysis selection was conducted by the author and co-authors to determine the validity of the problems. The expert review phase ensures the clarity, importance, and suitability of each subtheme by establishing the domain validity. The authors also compared the findings to resolve any discrepancies in the theme-creation process. Note that if any inconsistencies in the themes arose, the authors addressed them with one another. Finally, the developed themes were tweaked to ensure their consistency. The expert review phase helped ensure each sub-theme's



clarity, importance, and adequacy by establishing domain validity. Adjustments based on feedback and comments by experts have been made at the discretion of the author.

### ***Theme 1: Organisational Commitment and Turnover Intention***

Organisational commitment is a key factor in reducing employee turnover intentions across various industries. Studies in Malaysia, such as those by Kuean et al., (2010) and Ling et al. (2016), highlighted that higher organisational commitment correlates with lower turnover, particularly in manufacturing and other sectors. Factors like organisational justice, as noted by Ponnu and Chuah (2010), significantly influence commitment by fostering perceptions of fairness. Research by Hassan et al. (2020) and Agus and Selvaraj (2020) further demonstrated that organisational commitment not only reduces turnover but also enhances the positive effects of a high-quality work environment on retention. Collectively, these findings emphasize the significance of fostering commitment through workplace fairness and improved conditions to mitigate turnover rates effectively.

### ***Theme 2: Work-Related Stressors and Psychological Factors in Turnover Intention***

Burnout is a significant factor driving turnover intention across professions, with supportive leadership playing a critical role in alleviating burnout, particularly for early-career employees (Shah et al., 2019). Unsafe work environments, such as those involving workplace violence, exacerbate burnout and turnover intentions, especially among medical frontliners (Hu et al., 2024). At the same time, psychological capital, including resilience and optimism, counteracts burnout, as observed in the hospitality sector, while toxic leadership and workplace stressors like job insecurity and bullying increase turnover risk ((Moustafa et al., 2024; Shrivastava & Sharma, 2024). Moreover, work-family conflicts and poor work-life balance also heighten stress, reducing job satisfaction and retention, with excessive workloads being a primary stressor in Malaysia's Information Technology (IT) sector (Hassan et al., 2020). Furthermore, transformational leadership and fostering psychological resilience are effective strategies for promoting a supportive workplace and reducing turnover rates, emphasizing the need to address psychological and work-related stressors to improve organisational stability (Eley & Hassmen, 2023).

### ***Theme 3: HR Practices, Job Satisfaction, and Retention Strategies***

The interplay between HR practices, job satisfaction, and retention strategies is crucial to addressing turnover intention, particularly in Malaysian industries. Effective HR initiatives such as performance appraisals and targeted training enhance work engagement and organisational commitment, reducing turnover intention (Memon et al., 2021). Additionally, job satisfaction, influenced by organisational justice, is a critical determinant, with work engagement mediating the relationship between satisfaction and lower turnover rates (Raditriyono & Hendarsjah, 2024). Meanwhile, training satisfaction promotes organisational citizenship behavior and retention, especially in industries like food and beverage (Nair et al., 2024). A supportive work environment complements HR strategies, with green HR practices and generational preferences, such as those of Gen Y, emphasizing the need for alignment with employee expectations (Swathi & Landge, 2024). These findings underscore the significance of integrating HR practices, job satisfaction, and retention strategies to address turnover challenges, advocating for holistic approaches to ensure organisational success.

***Theme 4: Miscellaneous or Cross-Theme Studies on Turnover Intention***

Organisational culture and person-environment fit play significant roles in shaping employees' turnover intentions. Research indicates that alignment between employees' personal values and organisational culture mitigates turnover intention, with person-environment fit serving as a mediating factor (Nugraha, 2024). That is, organisations that foster learning cultures and emphasize psychological empowerment improve job satisfaction, further reducing turnover rates (Shah et al., 2019). These findings suggested that cultivating a supportive and values-driven organisational environment is critical to retaining employees. However, turnover intention is also strongly influenced by job satisfaction and career development opportunities across various sectors. Public sector studies reveal dissatisfaction with roles, management practices, and career progression as major contributors to turnover, particularly in healthcare and ICT industries (Langove et al., 2024; Ran et al., 2020). Millennials in multinational corporations and specialized industries face additional challenges, such as limited growth opportunities, workplace stress, and generational expectations, exacerbating turnover rates (Tan et al., 2024). Therefore, addressing these challenges through tailored retention strategies, including fostering distributive justice and enhancing career satisfaction, can mitigate turnover. Collectively, the studies emphasize the need for holistic retention approaches, integrating organisational culture, job satisfaction, and employee growth into strategic frameworks.

***Discussion and Conclusion***

Turnover intention is a complex issue shaped by various factors, including organisational commitment, human resource practices, and Quality of Work Life (QWL). These elements are interrelated and significantly influence employee retention. This research aimed to explore the connections among these factors and their effects on turnover intention, particularly emphasizing the mediating role of organisational commitment.

The results indicate that organisational commitment is a vital mediator in lowering turnover intention by promoting workplace satisfaction, fairness, and alignment between employee values and organisational objectives. Employees who perceive fairness and equity within their organisation tend to have lower turnover intentions, particularly when effective HR practices, such as career development, performance evaluations, and customized initiatives, are in place. These practices cater to employee needs, foster a sense of belonging, and enhance workplace satisfaction, ultimately reducing the likelihood of turnover. Moreover, psychological and environmental stressors, such as burnout, job insecurity, and work-family conflicts, have a significant effect on turnover intentions. Adverse work conditions can heighten emotional distress and job dissatisfaction, increasing employees' inclination to leave. Nevertheless, this study emphasizes that positive interventions, including the promotion of resilience, optimism, and self-efficacy through transformational leadership, can mitigate these issues. Transparent communication, employee development, and work-life balance initiatives contribute to creating psychologically safe workplaces, thereby lowering turnover risks while boosting job satisfaction and engagement. These findings highlight the necessity of incorporating psychological support, such as mental health resources and opportunities for growth, to strengthen workforce retention. The study successfully met its objectives by offering empirical insights into the interactions between HR practices, organisational commitment, and psychological factors. For future research, longitudinal studies are recommended to assess the long-term impact of HR practices and psychological capital on turnover intention.

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### Conflicts of Interest

The authors declare that they have no conflicts of interest to report regarding the present study.

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