



# The antecedents and consequences of turnover intention during pandemic until post covid-19 pandemic: Systematic literature review

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## ABSTRACT

Turnover intention has become a managerial issue for academics and practitioners concern in human resource management science, which is the most important cause of turnover behavior. This study attempts to examine the potential consequences of turnover intention and contributes to the literature on turnover intention from the impact of antecedents and consequences on the research analysis unit during 2020 until 2023. This research used the Systematic Literature Review (SLR) method, based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) approach. From the screening of 138 articles collected from the Scopus database, that fulfill the requirements found 225 antecedents and 7 consequences of turnover intention. The results show that antecedents and consequences are found in the scope of turnover intention from research analysis unit in public and private sector. From the 225 antecedents then analyzed into the following 9 categories: Work Attitudes, Job Strains, HRM Practices, Interrole Conflicts, Supervisor/Leader Behaviors, Emotional Labor, Employee Performance, Organizational Contextual Factors, and Individual Attributes. Meanwhile, the 7 consequences found were: Dysfunctional Audit Behavior, Organizational Commitment, Psychological Contract Breach, Quality of Service Performance, Social Loafing Behavior, Voluntary Turnover, and Work Deviance Behavior.

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## 1. INTRODUCTION

The COVID-19 pandemic has changed the world and left a long-term impact on the global economy (Demirović Bajrami et al., 2021). Various sectors have been affected by the COVID-19 pandemic, due to limited mobility and restrictions imposed by many countries (WHO, 2020 in Lee et al., 2021). The employee feels the impact of adversity, which has a potential to lead for destruction. Many industries are predicted to lose their employees due to occupational stressors which have a negative impact on employee satisfaction, commitment, job performance, subjective well-being, prosocial behavior, and intention to stay (Darvishmotevali and Ali, 2020; Hwang et al., 2014; Kang et al. al., 2020; Kim et al.,

2015; Yang and Lau, 2019 in Wong et al., 2021). Even though the pandemic is a global problem, however every individual have different situations, based on where they are and depend on how their lives in work, family, health and where they grow and change (Liu-Lastres et al., 2023).

The employee are required to be able through the challenges for changes the work environment due to the COVID-19 pandemic (International Labor Organization, 2020 in Wong et al., 2021). Although the COVID-19 pandemic is not responsible for problem that occur in employment, the crisis due to the COVID-19 pandemic and economic shocks, encourage employees to reconsider their career plans (Chen and Chen, 2021; Liu-Lastres et al., 2022 in Liu-Lastres et al., 2023). Increasing in employee adaptability from education and training can help through challenges in the workplace during difficult times (Rasheed et al., 2020 in Lee et al., 2021). For employee who have low emotional attachment tends to trigger negative attitudes and behavior towards the organization, therefore causing to occur turnover intention (Mittal et al., 2022). However, even in the post-pandemic condition some employees are still considering to leave their jobs, they value job stability especially in an uncertain era like the post-pandemic period. This is a challenge for organizations that depend on employee labor, so they must improve the quality of employee engagement with the organization (Saleh et al., 2023). In addition to improve organizational quality and also human resource management practices must have more focus on the mental condition of employees (Kokubun et al., 2022).

To understand the phenomenon and its impacts on organizations, substantial attention has been devoted to employee turnover and turnover intention. This research will provide benefits for the development of science, especially the science of human resource management in organizations. To reduce turnover intention through understanding the antecedents and consequences of turnover intention among employees, which is the industry characteristics may influence the relationships between turnover intention and antecedents and also its consequences. This article is divided into six main sections. First, explain the introduction this research. Second explain background of the study and discuss literature of turnover intention in 2020-2023 or the pandemic period until post-pandemic. Third, explain the research method and data collection process. Fourth, explain the results and discussion the findings antecedents and consequences of turnover intention. Fifth is conclusion the results of the article. The last is explain limitations and future works.

## 2. BACKGROUND OF THE STUDY

Turnover intention has become a managerial concern. Turnover intention is an individual's thoughts about leaving their current organization (Hur, 2022). Turnover intention refers to an employee's willingness to leave the organization (Tett & Meyer, 1993 in Mittal et al., 2022). Turnover intention is seen as an employee's coping strategy to escape from unsatisfactory situation in organization (Petriglieri, 2011 in Lehtonen et al., 2022), this often leads to actual turnover (Bothma dan Roodt, 2013 in Lehtonen et al., 2022). Turnover intention can be voluntary and involuntary. Voluntary turnover occurs when employees are willing to leave the company. Otherwise, involuntary turnover occurs when an organization forces individuals to leave the company (Shaik et al., 2021 in Malik, 2023). Turnover intention is a challenge for companies in terms of recruiting new employee, financial losses, and reduction in employee motivation (Alniaçik et al., 2013 in Goswami & Bhaduri, 2021). If employee turnover is not prevented, it can cause organizational costs in turnover costs, employee replacement costs, employee training costs, the function of the organization becomes damaged, and organizational members will be depressed (Yucel et al., 2023). Turnover intention is used as a benchmark for organizational well-being (Jung, 2014 in Ngqeza & Dhanpat, 2021). Turnover intention is the most important cause of turnover behavior. Identifying the factors that serve as antecedents and consequences of turnover intention is crucial so that organizations can take actions to prevent employee turnover (Kerse et al., 2022).

This article focused on analyzing the antecedents and consequences of turnover intention during the pandemic until post-pandemic. Based on the background, the researcher attempted to answer two research questions, as follows: (1) What are the antecedents of turnover intention in 2020-2023 or the pandemic period until post-pandemic? (2) What are the consequences of turnover intention in 2020-2023 or the pandemic period until post-pandemic?

The aim of this research is contribute to the literature related to turnover intention and examine the antecedents and consequences of turnover intention in 2020-2023 or the pandemic period until post-pandemic. Findings from the research questions are used to provide scientific contributions to future researchers by providing an overview of research on turnover intention, especially in 2020-2023 or the pandemic period until post-pandemic. In addition, by conducting subgroup analyses we explored the potential impacts of national cultures and organizational hierarchy on relationship between antecedents and its consequences.

### 3. RESEARCH METHOD

The research methodology used Systematic Literature Review (SLR) method. To ensure the relevance of the literature used in the analysis, Systematic Literature Review (SLR) method is followed by systematically and explicitly formulated questions in the process of identifying, selecting, and evaluating research. This method is used to analyze the antecedents and consequences of turnover intention during 2020-2023. This research used the Systematic Literature Review (SLR) method, based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) approach.

The Systematic Literature Review (SLR) method used literature from Scopus database and obtained 138 articles. Articles are obtained using limitation stages. First, search for articles on Scopus with the keyword "turnover intention" and find 5,867 articles. Then limitation is carried out selecting the article "all open access", subject area "Business, management, and accounting", document type "article", publication stage "final", keyword "turnover intention, turnover, turnover rate, employee turnover, turnover time, COVID-19, pandemic, intention to leave, corona virus disease 2019", then the source type chosen was an English language journal and obtained 355 articles. Then the final limitation is carried out selecting the journal range in 2020-2023 and got 192 articles. Next is the process of downloading the journal from the Scopus page and only obtained 185 articles. Then the preview process left 177 articles that could be accessed for further analysis. The next process was screening 177 articles according to the research question. The initial screening was selected through the relevance based on the title and abstract related to all types of antecedents and consequences of turnover intention in 2020-2023 or the pandemic period until post-pandemic. Next, the screening process was carried out by reading the entire articles to obtain relevant articles to the research questions related antecedents and consequences of turnover intention. Selection process by creating tables to simplify with columns consisting of: title and author, antecedents, consequences, unit of analysis, and type of organization. Articles that are not suitable such as that not discuss about turnover intention, antecedents, and consequences, and also does not discuss about turnover intention on employee will be excluded. The final screening process leaves 138 articles for further data analysis.

### 4. RESULTS AND DISCUSSIONS

The PRISMA flowchart in Figure 1 shows the decision path for the study results in this research. The initial search using the keyword "turnover intention" through the Scopus database resulted in 5,867 articles. The first stage was record removal before screening resulting in 185 articles. Furthermore, 8 articles were excluded because they were not open access when downloading the articles and 177 articles remained. Then 1 article was

excluded because there was a double download, leaving 176 articles. Next, the final screening process is carried out to obtain relevant articles according to the research question, screening process is carried out by identifying the title and abstract, from the screening process, 37 articles were excluded because they were not relevant to the research question, 3 articles were not about employees and 34 articles were not about turnover intention. The final results left 138 relevant articles to be continued until the final analysis, which was discussed antecedents and consequences of turnover intention in 2020-2023 or during the pandemic until post-pandemic.

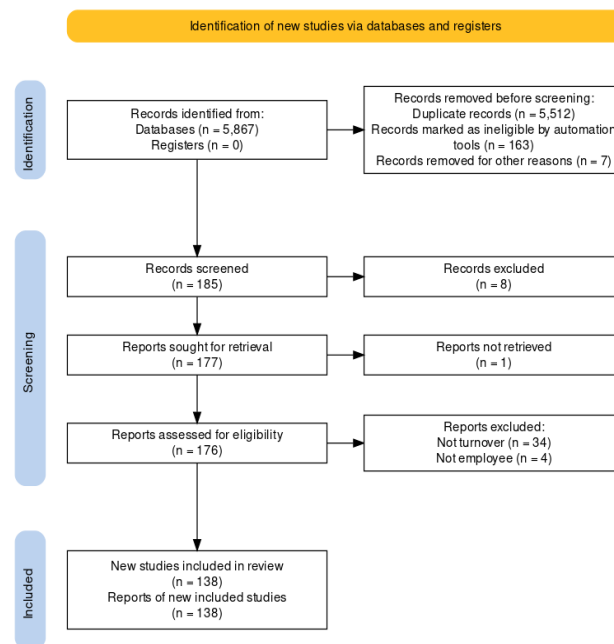


Figure 1. PRISMA flowchart of the study selection process.

Employee turnover is a strategic human resource management concern. This research using a Systematic Literature Review focuses more on turnover intention, rather than actual turnover. The research on turnover intention is analyzed from 138 articles developed from organizations with individual analysis units from the public and private sectors. Following table 1 shows the scope of turnover intention research.

Table 1. Types of Organization

No	Organization	Unit of Analysis
1	Hotel, IT, Manufacturing, Bank, Insurance, Construction, Retail, Restaurant, Flight, Gas and oil, Hospital, University, Casino, Multinational, Industrial services, Public transportation, Telecommunications, Technique, Public sector, Private sector	Employee
2	Hotel, IT, Manufacturing, Bank, Insurance	Supervisor
3	Police	Police
4	Military	Military member
5	Flight	Flight attendant
6	Hospital	Nurse
7	Hospital	Doctor
8	School/university	Academics

No	Organization	Unit of Analysis
9	School	Teacher

*Source: Research Results*

Following table 1 it can be seen this research discusses previous research regarding turnover intention in 2020-2023, or during the pandemic period until post-pandemic. Based on previous research, research on turnover intention was analyzed in organizations in the public and private sectors with individual analysis units or research subjects including employees, supervisors, police and military members, doctors and nurses, teachers and academics and even flight attendants.

Antecedents are general ideal causal factors, increasing or decreasing and include the causes of turnover intention in employees, supervisors, police and military members, doctors and nurses, teachers and academics and even flight attendants (Schlackl et al., 2022). From the results of 138 articles, it was found that research on turnover intention mostly conducted on employees in public and private organizations. Based on previous research analysis summarized in table 2, there are 225 antecedents of employee turnover intention in the last three years (2020-2023). From 225 antecedents, it was concluded that the factors causing turnover intention were divided into nine categories: (i) Work Attitudes, includes constructs representing the affective state of employees toward their job targets. Work attitudes are considered direct antecedent of turnover intention and linking the influence of distance from the work environment and turnover intention (Park & Min, 2020). For example, job satisfaction, organizational commitment, work engagement, job embeddedness. (ii) Job Strains, includes job stressors that cause negative emotional responses, pressure at work will encourage employees to withdraw from their work roles (Park & Min, 2020). For example, burnout, emotional exhaustion, job stress. (iii) Human Resources Management (HRM) includes things such as compensation, rewards and training. HRM practices have a positive impact on employee perceptions of their work leading to reduced turnover intention (Park & Min, 2020). This practice improves the quality of employee life, they have the opportunity to develop with a good career path (Winarno et al., 2022). For example, intrinsic motivation, reward, compensation. (iv) Role Stressors/ Interrole Conflicts, this factor have a negative effect on employee attitudes and behavior, hindering their job performance and leading to high turnover intention (Park & Min, 2020). For example, Ethical conflict, Role conflict, Work family conflict, Work home conflict. (v) Supervisor/ Leader Behaviors, the attitudes given by supervisors/leaders have a positive impact on employee behavior (Park & Min, 2020). Supportive supervisors and leaders play a vital role in motivating employees and reducing turnover intention (Kaur & Randhawa, 2021). For example, Perceived supervisor support, Transformational leadership, Servant leadership, Leader member exchange, Abusive supervision. (vi) Emotional Labor, is the management of emotion to create facial and body appearance that can be observed in public (Hochschild, 1983 in Schiffinger & Braun, 2020). Emotional Labor is typically performed in two ways: deep acting and surface acting. Deep action is not related to negative outcomes, while surface acting are detrimental to employee well-being (Kammeyer-Mueller et al., 2013 in Park & Min, 2020). For example, Surface acting, Emotional intelligence. (vii) Employee Performance, is an antecedent of turnover intention, based on previous research, that that high-performing employees are more likely to be retained because there's a lower likelihood that they will leave the organization, compared to low-performing employees (Yücel, 2021). However, in other research this relationship depends on organizational condition, for example turnover will be high if employee with high performance however do not receive their reward and employee with low performance tend to stay because they voluntarily to work in the organization (Park & Min, 2020). For example, Employee performance, Innovative work behavior. (viii) Organizational Contextual Factors, are group of antecedents that represent social organizational context that influences employees' perspectives (Park & Min, 2020). Organizational support improves the relationship between employees and the organization, this becomes a role in organizational management relationships

(Baranchenko et al., 2019 in Yin et al., 2023). For example, Organizational justice, Perceived Organizational support, Empowerment. (ix) Individual Attributes, are group of antecedents in turnover intention that include different dispositional traits among individuals. The attributes possessed by individuals can influence turnover intention in employees' responses to work conditions (Karatepe et al., 2007 in Park & Min, 2020). For example, Career orientation.

Table 2. Antecedents of Turnover Intention

No	Antecedents	No	Antecedents
1	Abusive supervision	57	Employee satisfaction
2	Acceptability	58	Employee social resilience
3	Affective commitment	59	Employee status
4	Affective organizational commitment	60	Empowering leadership
5	Attitude towards the act	61	Empowerment
6	Attitude towards the corporation	62	Engagement
7	Authentic leadership	63	Environmental factors
8	Belief restoration	64	Ethical climate
9	Benefits and incentives	65	Ethical conflict
10	Boundaryless mindset	66	Ethical leadership
11	Burnout	67	Fairness perception
12	Capability control	68	Family satisfaction
13	Career adaptability	69	Family social support
14	Career anchors	70	Family supportive supervisor behaviors
15	Career orientation	71	Family-interfering-with-work
16	Caring climate	72	Family-supportive organizational perceptions
17	Challenge stressors	73	Feedback-seeking behavior
18	Change climate	74	Forgive climate
19	Change impact	75	Friendship networks
20	Change value	76	Global need satisfaction
21	Charismatic rhetoric Leadership	77	Global work environment
22	Civility	78	Government effectiveness
23	Collaboration	79	Guanxi culture
24	Collar color	80	Helping behaviors
25	Colleague support	81	High performance work system
26	Commitment HR practices	82	Human resource development
27	Commitment to leader	83	Human resource management
28	Commitment to organisation	84	Human resource practices
29	Compassion satisfaction	85	Identification manager
30	Compensation	86	Infectious risk
31	Compliance with COVID-19	87	Influence at work
32	Continuance commitment	88	Innovative work behavior
33	Coworker communication	89	Internal sexual harassment
34	Coworker incivility	90	Intrinsic motivation
35	Coworker support	91	Irreplaceability
36	Customer confront	92	Job anxiety
37	Customer incivility	93	Job burnout
38	Customer sexual harassment	94	Job embeddedness
39	Cyberbullying	95	Job insecurity
40	Dark triad personality traits	96	Job related factors
41	Decent work	97	Job resource
42	Demographic features	98	Job satisfaction
43	Despotic leadership	99	Job stress
44	Difficulty in social distancing	100	Job variety
45	Digital task interdependence	101	Knowledge sharing
46	Ego depletion	102	Laissez-faire leadership
47	Emotional exhaustion	103	Leader red tape
48	Emotional intelligence	104	Leader STARA competence
49	Employability	105	Leader member exchange
50	Employee brand love	106	Leaders coaching skills
51	Employee commitment	107	Leadership communication
52	Employee emotional	108	Leadership style
53	Employee engagement	109	Locus of control
54	Employee performance	110	Machiavellianism
55	Employee resilience	111	Management philosophy
56	Employee retention		

No	Antecedents	No	Antecedents
112	Managerial support	168	Prosocial motivation
113	Managers ethical leadership role	169	Psychological contract breach
114	Mental workload	170	Psychological contract violation
115	Mindful organizing	171	Psychological distress
116	Negative emotions	172	Psychological empowerment
117	Negative work event	173	Psychological factors
118	Normative commitment	174	Psychological safety
119	Occupational stigma	175	Quality of work Life
120	Organization & professional identity conflict	176	Quiescent silence
121	Organizational citizenship behavior	177	Relationship
122	Organizational commitment	178	Resilience
123	Organizational culture	179	Resistance to change
124	Organizational engagement	180	Responsible leadership
125	Organizational factors	181	Reward
126	Organizational identification	182	Role ambiguity
127	Organizational justice	183	Role conflict
128	Organizational learning culture perceived	184	Servant leadership
129	Organizational mobility preference	185	Social resources
130	Organizational satisfaction	186	State emotion of shame
131	Organizational support	187	Structural empowerment
132	Organizational work-family climate	189	Subjective career success
133	Organizations self-interest ethical climate	190	Subjective norm
134	Pandemic-induced panic	191	Subjective stress
135	Participation climate	192	Subjective vitality
136	Pay and benefit satisfaction	193	Subordinate's performance motivation
137	Pay satisfaction	194	Supervisor incivility
138	Perceived behavioural control	195	Supervisor support
139	Perceived corporate hypocrisy	196	Supervisor organizational embodiment
140	Perceived coworker support	197	Supervisor's performance motivation
141	Perceived external employability	198	Surface acting
142	Perceived organizational diversity	199	Talent management.
143	Perceived organizational support	200	Training satisfaction
144	Perceived risk	201	Transformational leadership
145	Perceived safety for upward dissent	202	Trust
146	Perceived supervisor support	203	Vocational skill
147	Perceived their leader	204	Work centrality
148	Perceived work stress	205	Work deviance behaviour
149	Perceived workplace ostracism	206	Work engagement
150	Perceptions of CSR activities	207	Work exhaustion
151	Perceptions of organizational politics	208	Work family balance satisfaction
152	Perceptions of politics	209	Work family conflict
153	Performance appraisal satisfaction	210	Work family enrichment
154	Personal accomplishment	211	Work home conflict
155	Personality	212	Work life balance
156	Personality traits	213	Work meaning
157	Person-environment fit	214	Work motivation
158	Person-job fit	215	Work overload
159	Personnel management	216	Work satisfaction
160	Person-organization fit	217	Working from home
161	Person-supervisor fit	218	Work-interfering-with-family
162	Political skills	219	Workload
163	Positive evaluation of organizational crisis responses	220	Workplace bullying
164	Pragmatism	221	Workplace envy
165	Proactive personality	222	Workplace incivility
166	Product complexity	223	Workplace learning opportunities
167	Prosocial impact	224	Workplace ostracism
		225	Workplace social support

Source: Research Results

Furthermore, consequences are results or phenomena that directly from previous turnover intentions (Schlackl et al., 2022). Research on the impact of turnover intention is rarely conducted, therefore this research investigates the impact of turnover intention. From the results of the analysis, it can be seen in table 3. This research found 7 consequences of turnover intention among employees, supervisors, police and military

members, doctors and nurses, teachers and academics to flight attendants in 2020-2023, during the pandemic until post-pandemic. There are 7 variables as a result of consequences in turnover intention which have a strong relationship to build subsequent research, including the following: (i) Dysfunctional Audit Behaviour. Turnover intention is caused by internal and external organizational factors as well as dysfunctional audit behavior. There are two perspectives on the relationship between turnover intention and dysfunctional audit behavior, (a) positive relationship and (b) negative relationship. Auditors with high turnover intention tend to carry out dysfunctional audit behavior (Malone and Roberts, 1996 in Sugeng Wiyantoro et al., 2023). However, the research which states that auditors who want to leave quickly avoid dysfunctional audit behavior (Anugerah et al., 2016 in Sugeng Wiyantoro et al., 2023). (ii) Organizational Commitment. Turnover intention is inversely proportional to organizational commitment. This behavior is a result of high turnover intention due to internal and external organizational factors, so organizational commitment becomes low (Sugeng Wiyantoro et al., 2023). (iii) Psychological Contract Breach. Two types of Psychological Contract Breach are Relational Psychological Contract and Transactional Psychological Contract. Turnover intention is positively associated with Psychological Contract Breach. As a result of a breach in either type of contract that leads to employees losing resources, it can result in turnover intention (Gulzar et al., 2021). (iv) Quality of Service Performance. Employees with high turnover intention tend to provide poor service and lower the organization's competitiveness (Karatepe & Ngeche, 2012 in Grobelna, 2021) this leads to employees not being wholehearted in their work. (v) Social Loafing Behavior. Social loafing behavior occurs when employees lack motivation at work (Brickner et al., 1986 in Edrees et al., 2023), while turnover intention encourages social loafing behavior and has a positive relationship (Erkasap, 2014 in Edrees et al., 2023). (vi) Voluntary Turnover. High turnover intention behavior is a direct trigger of voluntary turnover (Vandenberghe et al., 2021). (vii) Work Deviance Behaviour. This behavior is based on unequal treatment, which becomes a source of disrespect towards employees, leading to decreased employee commitment and increased perceptions of turnover intention and work deviance behavior (Ahmad et al., 2020).

Table 3. Consequences of Turnover Intention

No	Consequences
1	Dysfunctional Audit Behaviour
2	Organizational Commitment
3	Psychological Contract Breach
4	Quality of Service Performance
5	Social Loafing Behavior
6	Voluntary Turnover
7	Work Deviance Behaviour

Source: Research Results

## 5. CONCLUSION

The results based on Systematic Literature Review method, attempts to examine the antecedents and consequences of turnover intention. The literature was found only discusses the antecedents of turnover intention rather than the consequences of turnover intention. The results of 138 articles from the Scopus database, found 225 antecedents as factors that influence turnover intention which were analyzed into nine categories. The antecedents of turnover intention are important things where managers are required to provide treatment and attention to reduce turnover intention. This research also found 7 consequences as an impact of turnover intention which happens to employees, supervisors, police and military members, doctors and nurses, teachers and academics to flight attendants in public or private sector in 2020-2023 during pandemic until post-pandemic.

## 6. LIMITATIONS AND FUTURE WORKS.

This study makes a valuable contribution to the study of turnover intention and intends to fill the gap that exists regarding relationship between turnover intentions and antecedents, as well as the relationship with its consequences is rarely discussed in research. Limitation this research is only takes from the Scopus database, suggestions for future research that used the same method must be able to search for additional references from other databases and can expand the scope of research.

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