Repositório ISCTE-IUL

Job Satisfaction and Turnover Intention: A Comprehensive Review of the Shared Determinants

Abstract

BACKGROUND: Human capital is a critical asset for organizations, impacting financial performance and market value. Maintaining a stable, committed workforce is challenging. Job Satisfaction emerges as a pivotal factor influencing employees' intentions to leave or Turnover Intention. However, both encompass diverse dimensions that can exert positive or negative effects. OBJECTIVES: To explore the common factors affecting job satisfaction and turnover intention, focusing on the significant positive and negative relationships. METHOD: A systematic review based on the PRISMA framework has been conducted. The data has been precisely identified, evaluated, and extracted from the SCOPUS database based on set benchmarks. RESULT: The investigation revealed a variety of determinants that exhibit a significant correlation with job satisfaction and turnover intention, manifesting in both positive and negative associations. Furthermore, these elements have been linked to established motivational theories, suggesting a theoretical underpinning for the observed relationships between workplace dynamics and employee behavior. CONCLUSION: The result intended to provide a comprehensive understanding of the factors by offering a framework for studying job satisfaction and turnover intention guiding future research in the field of knowledge.

Keywords: Job Satisfaction; Turnover Intention; Intention to Quit; Intention to Leave; Systematic Review

1. Introduction

The pursuit of decent work and economic growth, as embodied in Sustainable Development Goal 8 (SDG 8), is a pressing global concern. Achieving this goal necessitates a deeper understanding of the complex dynamics governing employment relationships. At the global level, the World Bank estimates that approximately 2 billion people are engaged in informal employment, lacking access to basic labor rights and social protections [1]. This underscores the need for organizations to prioritize fair and sustainable employment practices, ensuring that employees' rights and well-being are respected at every organizational level.

Employees are an organization's most crucial strategic resource. Yet, in today's competitive landscape, retaining employees for the long term is a significant challenge for an organization. Employee turnover is not just a threat but also incurs additional financial costs. It also affects the organization's reputation, as high turnover rates can tarnish both its value and public image [2]. The process of employee turnover is not abrupt but develops over time. While managers cannot prevent turnover once an employee decides to leave, they can influence the factors that contribute to turnover intention (TI) [3]. Numerous studies have aimed to identify these factors, yet managing them remains a complex issue from a managerial perspective.

Job satisfaction is often cited as a pivotal factor in the health of the employer-employee relationship [4,5]. It's not only crucial for the well-being and productivity of employees but also plays a significant role in their retention. A higher level of job satisfaction tends to be inversely related to turnover intention [4–9], meaning that when employees are happy with their jobs, they are less likely to consider leaving the company.

Other factors also play a role in an employee's decision to remain with or leave an organization [10]. Moreover, the escalation of employee turnover rates brings about adverse challenges, including the substantial financial and non-financial costs associated with recruitment, as well as a decline in organizational efficiency and productivity [11].

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While job satisfaction is intricately linked to employees' intentions to leave, it constitutes a broad and complex field of study. The multifaceted nature of job satisfaction [12], means it is influenced by numerous factors, rendering it challenging to comprehensively address.

Although extensive research has been conducted on the factors influencing JS and TI independently, very few studies have undertaken a comprehensive examination of the shared factors that concurrently impact both JS and TI as dependent variables. This notable absence of integrated analysis creates a significant knowledge gap in understanding the complex interplay between these two interconnected variables. Therefore, a systematic review is essential to synthesize existing literature and illuminate the common determinants of JS and TI, providing a foundation for future empirical research in this area.

The review encompasses an analysis of publications using bibliometric indicators. Utilizing VOS-viewer, the paper endeavors to discern the determinants impacting employees' job satisfaction and turnover intention.

2. Methodology

To achieve the study's objective, a Systematic Literature Review (SLR) has been carried out with the help of the PRISMA framework. SLR is a review of a formulated question that uses systematic and explicit methods to identify, select, and critically appraise and analyze the relevant research. Recently, the method of a systematic literature review has been defined as an effective method for systematically and critically rigorously evaluating literature that leads to a robust conclusion of what is existing and unknown in an area [10-11]. The present study has considered both definitions to fulfill the formulated objectives.

Furthermore, the PRISMA (Preferred Reporting Items for Systematic Reviews) framework has been introduced by Liberati and others [11]. By using the PRISMA statement, the methodology has been divided into four steps i.e. Search Strategy, Selection Criteria (inclusion) and Quality Assessment (exclusion), and Data Extraction.

2. 1 Search Strategy

The data has been extracted from the Scopus database based on availability and accessibility using the combination of keywords "Relationship", "Job Satisfaction", and "Turnover Intention". "Intention to leave" and "intention to quit" are also used somewhere in place of turnover intention and "Work Satisfaction" is in place of "Job Satisfaction". A total of 1861 articles, conference papers, reviews, book chapters, and other documents have been identified by using the above keywords.

2. 2 Selection Criteria

To access relevant data inclusion criteria have been set (shown in Table 1).

["Table 1 about here"]

The following search strategies have been used for the extraction of data in the Scopus database:

(TITLE-ABS-KEY (*"Job Satisfaction"* OR *"Work Satisfaction"*) AND TITLE-ABS-KEY (*"Relationship"*) AND TITLE-ABS-KEY (*"Turnover Intention"* OR *"Intention to Quit"* OR *"Intention to Leave"*)) AND (LIMIT-TO (PUBSTAGE, *"final"*)) AND (LIMIT-TO (OA, *"all"*) OR LIMIT-TO (OA, *"publisher full gold"*) OR LIMIT-TO (OA, *"publisher hybrid gold"*)) AND (LIMIT-TO (PUBYEAR, *2022*) OR LIMIT-TO (PUBYEAR, *2021*) OR LIMIT-TO (PUBYEAR, 2020) OR LIMIT-TO (PUBYEAR, *2019*) OR LIMIT-TO (PUBYEAR, *2018*) OR LIMIT-TO (PUBYEAR, *2017*)) AND (LIMIT-TO (DOCTYPE, *"ar"*)) AND (LIMIT-TO (SUBJAREA, *"BUSI"*) OR LIMIT-TO (SUBJAREA, *"SOCI"*) OR LIMIT-TO (SUBJAREA, *"ECON"*)) AND (LIMIT-TO (LANGUAGE, *"English"*)) AND (LIMIT-TO (SRCTYPE, *"j"*)

This study has examined research articles published between 2017 and 2022, a five-year window that has been commonly employed in bibliometric analyses to assess research trends, productivity, and impact, providing a balanced perspective on recent research activity in the field

[12]. Moreover, the year 2023 has not been considered due to potential publication and indexing delays, ensuring a more comprehensive picture of research trends.

After applying the selection criteria, 112 articles have been extracted. A .csv file containing the same data (i.e., 02nd February 2024) has been downloaded and converted into Excel.

2.3 Quality Assessment

At this point, exclusion criteria have been set for a better assessment of data for the study. The exclusion criteria are given below:

a. **Irrelevant Articles** (to access the quality data for the study)

b. **Other Languages Articles other than English**

c. **Duplicate Articles** (articles appearing more than once)

d. **Paid Articles** (to ignore the financial barrier)

e. **Review Articles** (to give a more comprehensive understanding of the topic under investigation, to ignore the risk of biases of findings, for the quality assessment, duplication of data, and to enhance the transparency and reproducibility)

f. **Research Papers focused on the Educational sector** (the educational sector focuses on a broader mission focused on imparting knowledge, fostering intellectual growth, and contributing to societal development. Review for the educational sector needs to be studied separately)

The flow of inclusion and exclusion criteria is shown with the help of the PRISMA framework. Figure 1 demonstrates the flow of inclusion and exclusion of data at every stage.

["Fig. 1 about here"]

2.4 Data Extraction

After applying exclusion criteria, two irrelevant articles were excluded from 89 abstracts as they did not lead to the goal of the study. Following this, 15 paid and 8 review articles were removed. Furthermore, after a comprehensive examination of the remaining articles, 20 more articles were

eliminated which were not fulfilling the objectives of the study. Finally, a total number of 67 articles have been selected for the study.

2.5 Data Analysis Techniques

The data analysis comprised three phases:

i. Initially, the general features were determined by analyzing the selected articles' distribution by year and publication region.

ii. The second phase involved evaluating citations and keyword co-occurrence using VOS-viewer to gauge the importance of the retrieved articles. This phase also revealed the relationship between major keywords in the studies.

iii. Lastly, common factors from the correlation and regression table were extracted in the third phase to assess their influence on job satisfaction (JS) and turnover intention (TI). Using Excel or similar spreadsheet software, the relationship between these factors and their impact on JS and TI (whether positive or negative) was further analyzed.

3. Findings and Result

The selected peer-reviewed articles illustrate the relationship between the common factors affecting JS and TI of employees in different organizations. As described in section 2.5, the data has been analyzed in the following section in three steps. At the first point, the data analysis has been done with the help of Excel, which contains the distribution of articles per year i.e. 2017 to 2022, and the region-wise distribution of publications, which shows the general characteristics of all the articles. However, *"Appendix I. Publications per Source"* in detail have been mentioned in the Appendices section.

Phase 1

3.1 Distribution of Published Articles between the Years 2017-2022

Graph 1 demonstrates the distribution of articles from 2017 to 2022. Each year is represented on the horizontal axis, while the vertical axis denotes the number of articles published. In particular, it highlights a notable increase in the number of articles published in the year 2020, followed by

a decrease in subsequent years. It could be due to the COVID-19 pandemic, which prompted a surge in research and publications across different fields as researchers sought to understand and address its impact on various aspects of society.

[**"Graph 1 about here"**]

3.2 Distribution of Publications Region-wise

In this section, an examination of region-wise publications has been conducted to ascertain the contributions of various countries in the domain of job satisfaction (JS) and turnover intention (TI) studies. The world map depicted in Figure 2 illustrates the country-wise distribution of articles, offering a visual representation of the data related to the study areas of JS and TI among employees.

[**"Fig. 2 about here"**]

In the map, varying shades of color are utilized to denote the intensity of research activity within each country. The darkest color represents countries where the highest volume of work has been conducted, while the lightest color indicates countries with minimal research activity in the domain of JS and TI.

[**"Table 2 about here"**]

Table 2 presents the distribution of articles categorized by country and region. The findings indicate that the Asian region had the highest number of articles published between 2017 and 2022, surpassing other regions. Notably, the United States emerged as the country with the highest number of published articles within the specified timeframe.

Phase 2

VOSviewer is a powerful tool for visualizing and analyzing citation networks and keyword co-occurrence. By identifying the number of citations per journal and exploring keyword co-occurrence patterns, researchers can gain valuable insights into research the research landscape and identify emerging trends and influential publications in the field of study.

3.3 Citation by Source (Journals)

Table 3 provides a breakdown of citations by source (journals), highlighting the number of documents and corresponding citations for each journal. This analysis offers insights into the distribution of scholarly contributions across various publications, shedding light on the distinction and impact of different journals within the field. The table is created by taking into account the minimum number of documents of a source and the minimum number of citations of a source (i.e. 1 and 30 respectively).

["Table 3 about here"]

Using this information can serve as a compass for guiding future research activities, offering a comprehensive understanding of the scholarly discourse relevant topic of interest. At this stage, the number of citations per journal and keyword co-occurrence were determined using VOSviewer.

3.4 Keyword Co-occurrence

The map effectively showcases the strength of keyword co-occurrence, with a total strength of 67 observed in the selected articles. In the map, the size of each circle corresponds to the frequency of keyword occurrences, with larger circles indicating a higher number of occurrences. Additionally, the strength of the relationship between keywords is depicted by the darkness of the connecting lines; darker lines represent stronger relationships.

["Fig. 3 about here"]

Phase 3

In the third stage of analysis, common factors influencing both JS and TI have been systematically examined and categorized into four distinct groups: Group A, Group B, Group C, and Group D. These groups delineate the factors that exhibit a positive effect on both JS and TI, facilitating a comprehensive understanding of their impact within organizational contexts.

However, the detailed analysis has been mentioned in Table 4, which illustrates the factors and their relationships with JS and TI, including positive (+ve), negative (-ve), and no effect (NE) relationships.

["Table 4 about here"]

3.5 Independent variables under Group A, Group B, Group C, and Group D

A. **Group A** comprises independent variables exhibiting a significant positive correlation with both job satisfaction (JS) and turnover intention (TI).
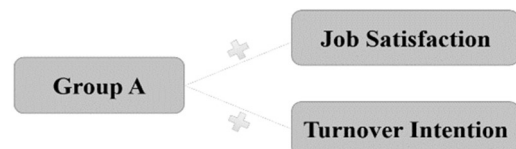
["Table 5 about here"]

B. **Group B** shows the Independent Variables having a negative correlation (significant) with JS and a positive effect on TI.
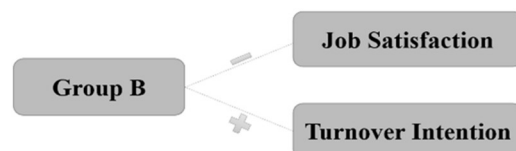
["Table 6 about here"]

C. **Group C** consists of independent variables demonstrating a significant negative correlation with both job satisfaction and turnover intention.
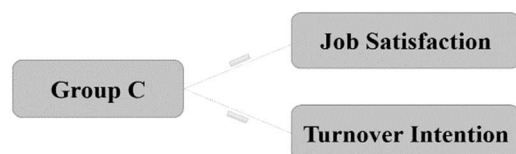
["Table 7 about here"]

D. **Group D** comprises independent variables demonstrating a significant positive correlation with JS and a significant negative correlation with TI. This group encompasses the highest number of factors, suggesting a comprehensive understanding and addressing of these variables can inform the development of new theories and strategies by researchers and practitioners to effectively reduce turnover intention within the organization.
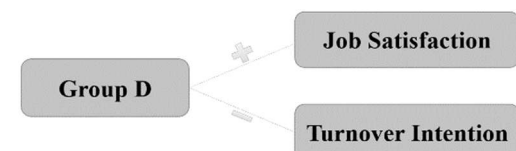
["Table 8 about here"]

Several other factors have been identified that exhibit a dual correlation with both job satisfaction and turnover intention. However, as investigating this dual relationship was not the primary focus of the study, a table containing these factors is included in the appendices under the heading *"Appendix II. Factors Exhibiting Duel Correlation with Job Satisfaction and Turnover Intention"* to enhance the knowledge and understanding of academicians and researchers.

3.6 Work Motivational Theories and Their Relevance to Workplace Dynamics

Understanding and improving employee behavior in the workplace is fundamental for organizational success. This section explores the significance of linking motivational theories to factors of job satisfaction and turnover intention, explaining their implications for workforce dynamics. Work motivation is considered an essential catalyst for the success of organizations as it promotes employees' effective performance. An organization's goal depends upon employees' performance driven by workplace motivation [78]. It has been found that insufficiently motivated perform poorly, despite being competent [78-79]. Therefore, rather than simply turning up at work, employers expect their staff to work with full motivation [80]. Work motivation is one of the essential causes of individual behavior in an organization [79].

Several decades of research explored the dynamics that initiated work-related motivation [81]. Significant contributions have been made to the socio-psychological perspective of work motivation such as personal factors like age, gender, educational level, living setting, health status, and family support; social exchange, interaction among individuals and contextual factors, culture, social situation, and psychological needs [82-86]. It has been found that there are integrated dynamics affecting motivation and performance in the workplace [82] if see the lens of the hierarchical model of intrinsic such as beliefs, emotions, behavior group membership [87], and extrinsic motivation such as incentives, rewards, and recognition [88].

Positive work environments typically lead to positive situations, feedback, and consequences. When individuals are motivated, motivation trends upward, becoming more positive at the contextual level of work with greater autonomy, competence, and relatedness. Conversely, negative situations and related negative consequences contribute to less positive or diminished motivation. Repeated situations, positive and negative, have a cumulative effect on the individual's contextual level of motivation for work. By connecting work motivation to these factors, valuable insights can be revealed which enable to enhancement of various aspects of workforce dynamics.

Motivational factors serve as insightful frameworks that help to understand employees' behavior at the workplace. By aligning these theories with factors influencing JS and TI, organizations can gain profound insights into the drivers of employee actions which establishes a foundational understanding necessary for the implementation of strategies aimed at effectively addressing employee needs and motivations.

["Table 9 about here"]

Conclusion

The SLR of existing literature on job satisfaction and turnover intention reveals a growing body of research in this field. Exploring the existing literature highlights key factors influencing employee turnover intention, including job satisfaction, perceived ease of use, trust, social influence, attitude, and facilitating conditions. Conversely, perceived risk and perceived cost emerge as significant negative predictors of job satisfaction.

Notably, this study identifies gaps in the existing literature, with a limited geographical scope and a predominance of qualitative research methods like longitudinal or experimental research methods. Future studies need to expand on these findings, exploring the complex relationships between JS, TI, and organizational outcomes in diverse contexts. Additionally, incorporating qualitative and mixed-methods approaches will provide a more comprehensive understanding of

this critical issue. By addressing these gaps, researchers and practitioners can develop effective strategies to enhance job satisfaction, reduce turnover intention, and promote sustainable employment practices.

Limitation/s and Future Directions

This review aims to contribute to the ongoing conversation and knowledge-building process in the field, but it does not establish causal relationships or provide managerial implications. By acknowledging the limitations of the SLR, the results can be considered as a foundation for future research.

Researchers need to evolve existing theories of JS and TI rather than remain confined to traditional perspectives. Theories must be used as a foundation to develop new, more relevant theories that align with contemporary organizational dynamics. This will enable a deeper understanding of the intricate factors influencing JS and TI.

Future research could explore the complex relationships between the identified independent variables and dependent variables (JS and TI), using longitudinal or experimental designs to establish causality. Investigating context-specific factors, such as industry or organizational size, may also provide a more nuanced understanding of the relationships.

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Tables

Table 1 Selection Criteria/Inclusion Criteria for the Study

Search Limit to	Database- Scopus
Access	All Open Access, Gold, and Hybrid Gold
Year	2017-2022
Subject area/Category	Business, Management and accounting, Social Sciences, and Economics, Econometrics, & Finance
Document type/Article type	Articles
Publication Stage	Final
Source Type	Journal
Language	English

Table 2 Distribution of Publications Region-wise

Region	Countries	Articles	Name of Countries
Europe	13	14	Austria (1), Netherlands (1), Finland (1), France (1), Italy (1), Norway (1), Russian Federation (1), Serbia (3), Slovenia (1), Spain (1), Switzerland (1), United Kingdom (1)
Asia	11	24	China (4), India (2), Indonesia (3), Iran (1), Japan (1), Malaysia (3), Pakistan (3), South Korea (1), Taiwan (3), Thailand (1), Turkey (2).
North America	4	16	Brazil (1), Canada (1), Mexico (2), United States (12)
Middle East	2	2	Saudi Arabia (1), The United Arab Emirates (1)
Oceania	2	2	Australia (1), New Zealand (1)
Sub Saharan Africa	2	7	Ghana (2), South Africa (5)
North Africa	1	1	Egypt (1)
Eastern Mediterranean	1	1	Palestine (1)

Table 3 Citation by Source (Journals)

Source	Documents	Citations
International Journal of Contemporary Hospitality Management	2	114
Sustainability (Switzerland)	4	92
Cogent Business and Management	4	72
Journal Of Occupational and Organizational Psychology	1	70
International Journal of Human Resource Management	2	69
Safety And Health at Work	2	46
Sage Open	3	42
Journal Of Hospitality and Tourism Research	2	40
Journal Of Career Development	1	39
Journal Of Work-Applied Management	1	39
Organizacija	1	38
Sa Journal of Human Resource Management	5	36
Nurse Education Today	1	34
Journal Of Organizational Behavior	1	33

Table 4 Factors and their Relationship with Job Satisfaction and Turnover Intention

Common Independent Variables	Dependent Variables							
	Job Satisfaction				Turnover Intention			
	+ve	-ve	No Effect	Author/s	+ve	-ve	No Effect	Author/s
Abusive/incivility Consumer Behaviour	-	1 (-)	-	(23,60)	1 (+)	-	-	(23,60)
Affective commitment (Intrinsic JS)	-	1 (-)	-	(43)	-	1 (-)	-	(43)
Career Opportunity	-	-	1	(50)	-	1 (-)	-	(50)
Community Ethnic Group Representation (CR)	-	-	1	(72)	-	-	1	(72)
Continuance commitment	-	-	1	(43)	-	1 (-)	-	(43)
Despotic Leadership	-	1 (-)	-	(24)	-	-	1	(24)
Domestic Violence- Emotional Aggression	-	1 (-)	-	(39)	1 (+)	-	-	(39)
Domestic Violence- Physical Aggression	-	1 (-)	-	(39)	-	-	1	(39)
Domestic Violence- Sexual coercion	-	-	1	(39)	-	-	1	(39)
Emotional Exhaustion	-	2 (-)	-	(23,42)	1 (+)	-	-	(23)
Empowerment	-	-	1	(28)	1 (+)	-	-	(28)
Fear during COVID-19	-	-	1	(25)	1 (+)	-	-	(25)
Hope	-	-	1	(28)	1 (+)	-	-	(28)
Inspirational motivation	-	-	1	(5)	-	-	1	(5)
Job Characteristics	-	-	-	-	-	1 (-)	-	(26)
Job Characteristics	-	-	-	-	1 (+)	-	-	(29)
Job Demand- (Work Conflict; Work Load, and Work-family Conflict)	-	1 (-)	-	(38)	1 (+)	-	-	(38)
Job Embeddedness	-	-	-	-	1 (+)	-	-	(70)
Job Insecurity	-	3 (-)	-	(6,21)	1 (+)	-	-	(6,21)
Job Stress	-	1 (-)	-	(56)	1 (+)	-	-	(56)
Job Stress	-	-	-	-	-	-	1	(19)
Leader Deep Acting	-	-	1	(69)	-	1 (-)	-	(69)
Leader Natural/Genuine Emotions	-	-	1	(69)	1 (+)	-	-	(69)
Leader Surface Acting	-	-	1	(69)	-	1 (-)	-	(69)
Leader Discrete emotion emotional labour (DEEL)- Irritation	-	-	1	(69)	-	-	1	(69)
Neuroticism	-	1 (-)	-	(1)	1 (+)	-	-	(1)
Normative Commitment	-	-	2	(3)	-	1 (-)	-	(62)
Normative commitment	-	1 (-)	-	(43)	-	-	-	-
Organizational ethnic group representation	-	-	1	(72)	-	-	1	(72)
Organizational Citizenship Behaviour	-	-	-	-	-	1 (-)	-	(58)
Organizational Commitment	-	-	1	(54)	-	7 (-)	-	(68,18,26,42,54)
Organizational Work-Family Climate	-	1 (-)	-	(46)	1 (+)	-	-	(46)

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Variable								
Performance	-	-	1	(31)	-	-	1	(31)
Person-Group Fit	-	-	1	(53)	-	-	1	(53)
Person-Organizational Fit	-	1 (-)	-	(31)	2 (+)	-	-	(31,49)
Protean Career Orientation (PCO)	-	-	1	(2)	1 (+)	-	-	(2)
Psychological Distress	-	1 (-)	-	(24)	1 (+)	-	-	(24)
Public Service Motivation	-	-	1	(31)	1 (+)	-	-	(31)
Qualitative Job Insecurity	-	1 (-)	-	(6)	1 (+)	-	-	(6)
Role Ambiguity	-	1 (-)	-	(63)	-	1 (-)	-	(63)
Role Stress	-	2 (-)	-	(63,66)	3 (+)	-	-	(63,66)
Self-Efficiency	-	-	-	-	-	1 (-)	-	(59)
Supervisor/Supervisor Incivility	-	2 (-)	-	(59,70)	3 (+)	-	-	(59,70)
Task Performance	-	-	-	-	1 (+)	-	-	(20)
Transactional Contract of Employees	-	-	1	(32)	-	-	1	(32)
Wage Delay	-	1 (-)	-	(21)	-	-	1	(21)
Work itself	-	-	-	-	-	2 (-)	-	(21,71)
Work Place Harassment-Sexual Harassment at Work (Direct)	-	1 (-)	-	(39)	1 (+)	-	-	(39)
Work Place Harassment-Sexual Harassment at Work (Indirect)	-	-	1	(39)	1 (+)	-	-	(39)
Work Place Harassment-Workplace Emotional Aggression	-	1 (-)	-	(39)	1 (+)	-	-	(39)
Work Stress	-	1 (-)	-	(31)	-	1 (-)	-	(31)
Work Well-being- Burnout	-	1 (-)	-	(38)	2 (+)	-	-	(38)
Work-Family Conflict	-	2 (-)	-	(38,64)	1 (+)	-	-	(64)
Work-Family Conflict	-	-	1	(16)	-	-	-	-
Workplace Abuse	-	1 (-)	-	(21)	1 (+)	-	-	(21)

Table 5 Group 'A' Independent Variables

SN	Independent Variables	SN	Independent Variables
1	Cynicism	5	Reward
2	Flexible Working Arrangements (FWAs)	6	Toxic Leadership- Abusive, Self-promotion, Authoritarian, Narcissism, Unpredictable
3	Leader Discrete emotion emotional labor (DEEL)- Enthusiasm and Liking		
4	Resilience	7	Workaholism

Table 6 Group 'B' Independent Variables

SN	Independent Variables	SN	Independent Variables
1	Abusive/incivility Consumer Behavior	8	Psychological Distress
2	Domestic Violence- Emotional Aggression	9	Qualitative Job Insecurity
3	Emotional Exhaustion	10	Role Stress
4	Job Demand- (Work Conflict; Workload, and Work-family Conflict)	11	Supervisor/Supervisor Incivility
5	Job Insecurity	12	Workplace Harassment- Sexual Harassment, Workplace Emotional Aggression
6	Neuroticism	13	Work Well-being- Burnout
7	Organizational Work-Family Climate	14	Workplace Abuse

Table 7 Group 'C' Independent Variables

SN	Independent Variables
1	Affective commitment (Intrinsic JS)
2	Role Ambiguity
3	Work Stress

Table 8 Group 'D' Independent Variables

SN	Independent Variables	SN	Independent Variables
1	Affective Commitment (Intrinsic & Extrinsic)	23	Need–Supply
2	Clarity of Mission	24	Advancement Opportunity
3	Clear Goals & Performance Feedback	25	Participation in Decision Making
4	Cognitive Trust	26	Normative Organizational Commitment
5	Continuous Commitment	27	Perceived Insider Status
6	Core Job Characteristics	28	Personal Initiative
7	Decent Work	29	Person-Environment/Job/Supervisor Fit
8	Demand-Ability	30	Presence of Core Value
9	Distributive Justice	31	Professional Growth Opportunity
10	Effective Senior Management	32	Professional Identity
11	Emotional Intelligence	33	Psychological Capital
12	**Empathetic Leadership** (Praise, Support, Trust, and encouragement)	34	Rational Contract of Employees
13	Entrepreneurial Leadership	35	Recognition
14	Feelings for the Organization	36	Responsibility
15	Relationship with Co-workers	37	Seasonal Employment
16	Idealized Influence	38	Senior Leader Support
17	In-Role Performance	39	Servant Leadership
18	Intellectual Stimulation	40	Task Identity, Performance, & Significance
19	**Job Resources** (Autonomy, Collaboration, Control, Performance, Leadership, Social Support, Team Climate)	41	Trait Mindfulness
		42	Trust in Organization
		43	Value–Congruence
20	Leader-Member Exchange	44	Voice Behavior
21	Life Satisfaction	45	Work Well-Being and Engagement
22	Locus of Control	46	Work-Life Balance

Table 9 Motivational Theories and Their Relevance to Workplace Dynamics

Motivational Theories	Independent Variables
Emotional Intelligence Model	Emotional Intelligence
Employment Characteristics	Seasonal or Part-Time Employment
Equity Theory	Perceived Justice or Organizational Justice (Distributive Justice)
Expectancy Theory	Opportunity for Advancement; Recognition; and Responsibility
Entrepreneurial Leadership Theory	Entrepreneurial Leadership
Organizational Commitment Theory	Continuous Commitment, Affective Commitment (Intrinsic & Extrinsic), Normative Commitment
Positive Psychology and Self-Determination Theory	**Personal Traits** (Trait Mindfulness; Life Satisfaction; Presence of Core Value)
PsyCap Theory	Psychological Capital (also related to the Positive Organizational Behavior framework)
Self-determination theory Social Exchange Theory	**Rational Contract** (Task performance through Psychological Contract)
Self-Determination Theory	Participation in Decision Making; Decent Work
Self-determination theory and Expectancy Theory	Work-Life Balance; Work Well-being
Social Exchange Theory	Cognitive trust; Trust in Organization; Good relationship with co-workers; Good Feelings for Organization (Extrinsic)
Social Identity Theory	Perceived Insider Status (In-Role Performance; Personal Initiative; Voice Behavior)
Job Characteristics Theory	Clear Goals (extrinsic); Skill variety; Task Identity; Task Performance; Task Significance; Autonomy; Work Engagement
Job Demand-Resources (JD-R) Model	**Job Resources** (Autonomy; Collaboration; Leadership; Social Support; Team Climate; Performance Feedback; Job Control; Demand-ability; Need-supply; Person-Environment Fit; Value-Congruence; Person-Job Fit; Person-Supervisor Fit)
Maslow's Need Theory	Clarity of Mission; Opportunity for Advancement (Extrinsic); Recognition (extrinsic); Responsibility (Extrinsic); Presence of Core Value (Intrinsic); Professional Identity; Professional Growth Opportunity
Transformational Leadership, Leader-Member Exchange (LMX) Theory, and Contingency Theory	Idealized influence; Intellectual stimulation, Effective Senior Management; Senior-Leader Support, Servant Leadership; Empathetic Leadership (Praise, encouragement, Support, and Trust)

Figures Captions

Fig. 1 PRISMA Framework for Inclusion and Exclusion of Articles (10)

Graph 1 Distribution of Articles per Year (2017-2022)

Fig. 2 Country-wise Distribution of the Articles

Fig. 3 Keyword Co-occurrence Map

Figures

Fig. 1 PRISMA Framework for Inclusion and Exclusion of Articles (10)

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Fig. 2 Country-wise Distribution of the Articles
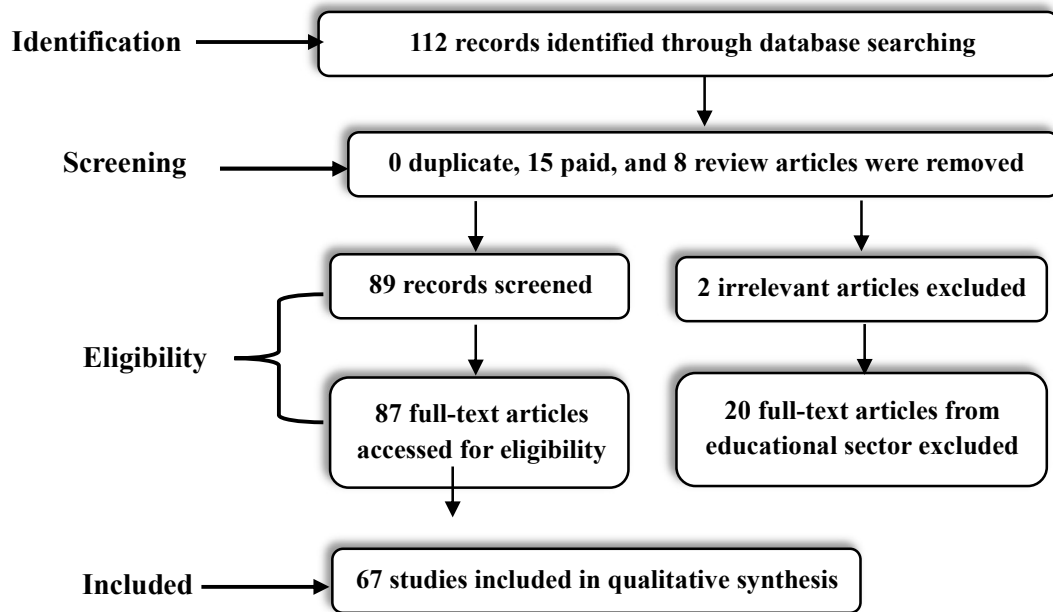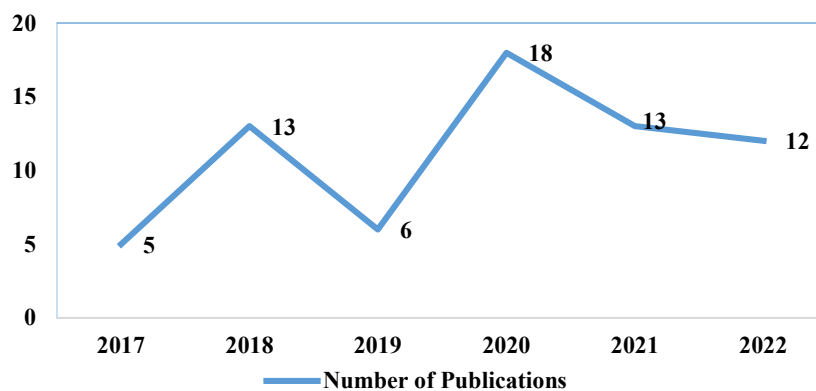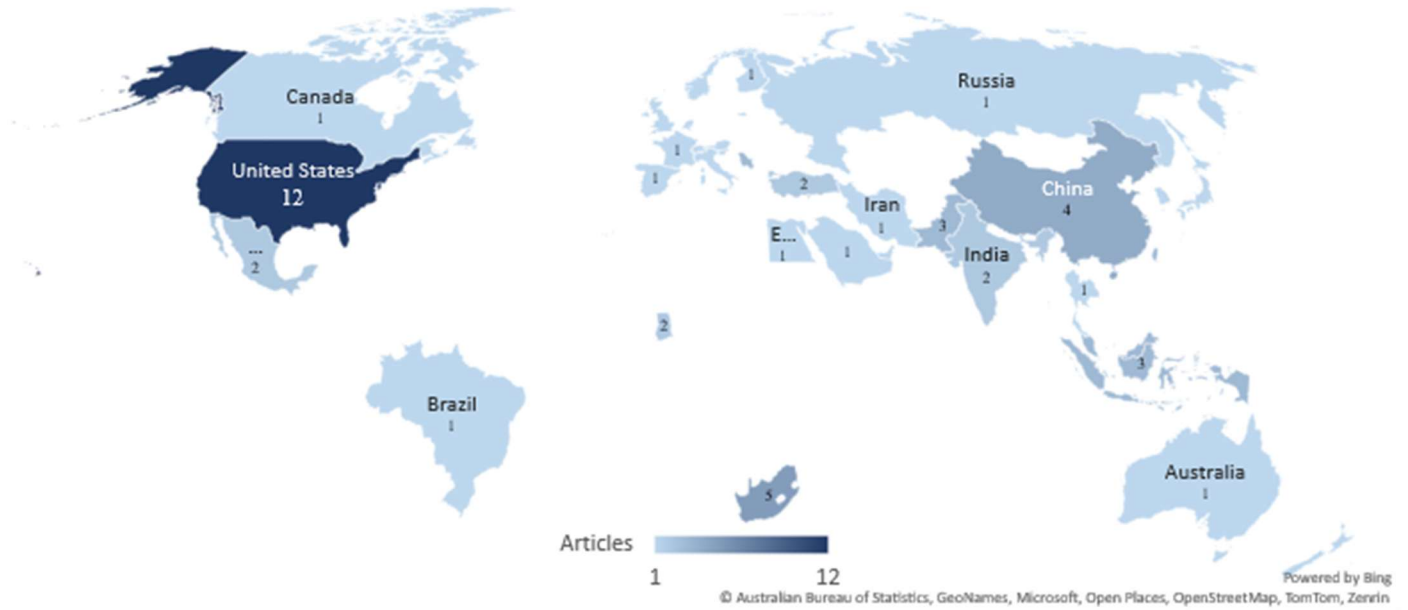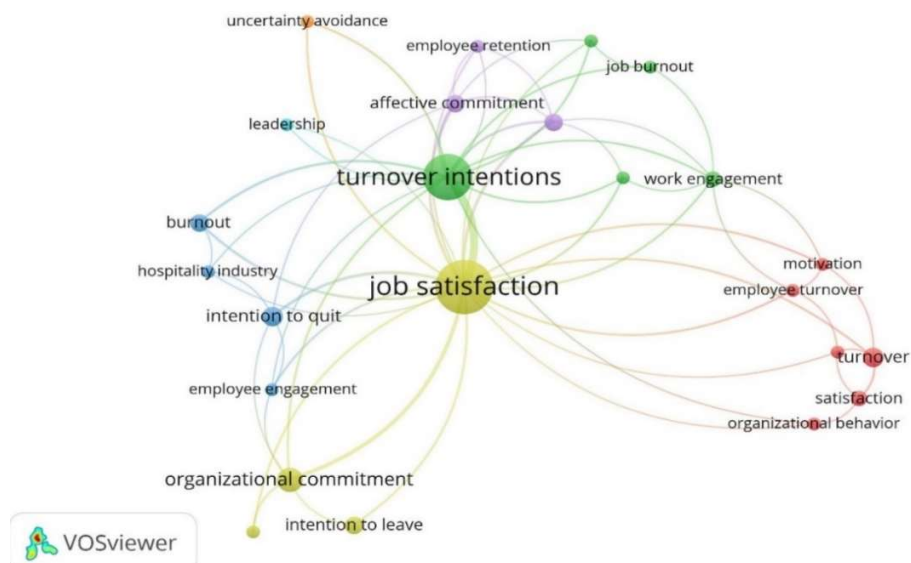

Fig. 3 Keyword Co-occurrence Map (VOSviewer)

Appendices

Appendix I. Publication per Source

Authors	Title	Source Title	Citation
Wan & Duffy, 2022	Decent Work And Turnover Intention Among New Generation Employees: The Mediating Role Of Job Satisfaction And The Moderating Role Of Job Autonomy	SAGE Open	15
Devi et al., 2022	Turnover Intentions Among Gen Y In Malaysia's Banking Industry	International Journal of Management and Sustainability	12
Berber et al., 2022	The Mediating Role Of Job Satisfaction In The Relationship Between FWAs And Turnover Intentions	Sustainability (Switzerland)	3
Serenko et al., 2022	Turnover In Japanese IT Professionals: Antecedents And Nuances	Australasian Journal of Information Systems	3
Asgarian et al., 2022	Relationship Between Effort-Reward Imbalance, Job Satisfaction, And Intention To Leave The Profession Among The Medical Staff Of Qom University Of Medical Sciences	Frontiers of Nursing	3
Nguyen et al., 2022	Determinants Of Turnover Intention: The Case Of Public Servants In Vietnam	Problems and Perspectives in Management	3
Monyaki et al., 2022	A South African Study On Antecedents Of Intention To Quit Amongst Employees In Bed And Breakfast Establishments In The Free State Province	Southern African Journal of Entrepreneurship and Small Business Management	3
Altunoğlu et al., 2022	Demographic Differences Matter On Job Outcomes: Psychological Contract's Mediating Role	Business, Management, and Economics Engineering	2
Nagpaul et al., 2022	Exploring Job Satisfaction And Intentions To Quit Among Security Officers: The Role Of Work Hygiene And Motivator Factors	Social Sciences	2
Maloba & Pillay-Naidoo, 2022	Person–Organization Fit, Job Satisfaction, And Intention To Leave In The South African Social Development Sector	South African Journal of Economic and Management Sciences	2
Pu et al., 2022	Effects Of Customer Incivility On Turnover Intention In China's Hotel Employees: A Chain Mediating Model	Journal of Hospitality and Tourism Management	1

Chiho, 2022	The Relationship Between Job Satisfaction And Actual Voluntary Turnover: The Moderating Role Of Locus Of Control Based On A Longitudinal Analysis	Humanities and Social Sciences Letters	1
Albashiti et al., 2021	Fire In The Belly: The Impact Of Despotic Leadership On Employees Work-Related Outcomes In The Hospitality Setting	International Journal of Contemporary Hospitality Management	22
Redondo et al., 2021	The Effect Of Protean Careers On Talent Retention: Examining The Relationship Between Protean Career Orientation, Organizational Commitment, Job Satisfaction And Intention To Quit For Talented Workers	International Journal of Human Resource Management	21
(25)	Fear Of COVID-19 And Its Impact On Job Satisfaction And Turnover Intention Among Egyptian Physicians	Safety and Health at Work	12
Nejati et al., 2021	Employees' Perceptions Of Corporate Social Responsibility And Ethical Leadership: Are They Uniquely Related To Turnover Intention?	Social Responsibility Journal	7
G. Chen et al., 2021	Current Status And Related Factors Of Turnover Intention Of Primary Medical Staff In Anhui Province, China: A Cross-Sectional Study	Human Resources for Health	6
Obeng et al., 2021	High-Performance Work Practices And Turnover Intention: Investigating The Mediating Role Of Employee Morale And The Moderating Role Of Psychological Capital	SAGE Open	5
Sahni, 2021	Employee Engagement Among Millennial Workforce: Empirical Study On Selected Antecedents And Consequences	SAGE Open	3
Berisha & Lajçi, 2021	Fit To Last? Investigating How Person-Job Fit And Person-Organization Fit Affect Turnover Intention In The Retail Context	Organizations and Markets in Emerging Economies	3
Bright, 2021	Military Experience In Civilian Government Organizations: An Exploratory Study Of Its Effects On A Range Of Work Attitudes And Behaviors	Administrative Sciences	2
(Pramudita et al., 2021	The Effect Of Psychological Contract On Job-Related Outcomes: The Moderating Effect Of Stigma Consciousness	Cogent Business and Management	2
Bernd & Beuren, 2021	Self-Perceptions Of Organizational Justice And Burnout In Attitudes And Behaviors In The Work Of Internal Auditors	Revista Brasileira de Gestao de Negocios	1

Negoro & Wibowo, 2021	Empathetic Leadership, Job Satisfaction, And Intention To Leave Among Millennials In A Start-Up Industry: Needs' Satisfaction As A Mediating Variable	Journal of Indonesian Economy and Business	1
Siwela & Van Der Bank, 2021	Understanding Intention To Quit Amongst Artisans And Engineers: The Facilitating Role Of Commitment	SA Journal of Human Resource Management	1
Kaihlanen et al., 2020	Final Clinical Practicum, Transition Experience And Turnover Intentions Among Newly Graduated Nurses: A Cross-Sectional Study	Nurse Education Today	24
Hsiao et al., 2020	Organizational Ethnic Diversity's Influence On Hotel Employees' Satisfaction, Commitment, And Turnover Intention: Gender's Moderating Role	Journal of Hospitality and Tourism Research	19
Skelton et al., 2020	Predicting Manufacturing Employee Turnover Intentions	Journal of Economics, Finance, and Administrative Science	15
Kaiser et al., 2020	Using The Job Demands–Resources Model To Evaluate Work-Related Outcomes Among Norwegian Health Care Workers	SAGE Open	13
Węziak-Białowolska et al., 2020	The Impact Of Workplace Harassment And Domestic Violence On Work Outcomes In The Developing World	World Development	13
Yu et al., 2020	Sustainable Relationship Development Between Hotel Company And Its Employees: Linking Job Embeddedness, Job Satisfaction, Self-Efficacy, Job Performance, Work Engagement, And Turnover	Sustainability (Switzerland)	11
Al-Dalahmeh et al., 2020	The Effect Of Talent Management Practices On Employee Turnover Intention In The Information And Communication Technologies (ICTs) Sector: Case Of Jordan	Problems and Perspectives in Management	9
C. F. Chen & Hsu, 2020	Taking A Closer Look At Bus Driver Emotional Exhaustion And Well-Being: Evidence From Taiwanese Urban Bus Drivers	Safety and Health at Work	9
Paltu & Brouwers, 2020	Toxic Leadership: Effects On Job Satisfaction, Commitment, Turnover Intention And Organizational Culture Within The South African Manufacturing Industry	SA Journal of Human Resource Management	7
Chang et al., 2020	Career Anchors Of IT/IS Personnel: A Cross-Culture Research Based On The Guanxi Culture Theory	Journal of Global Information Management	6
McCallaghan et al., 2020	The Indirect Effect Of Servant Leadership On Employee Attitudes Through Diversity Climate In Selected South African Organizations	SA Journal of Human Resource Management	6
Han & McLean, 2020	Effects Of Family-Supportive Supervisor Behaviors And Organizational Climate On Employees	European Journal of Training and Development	5
Saira et al., 2020	Training Effectiveness And Employee Outcomes: A Study Of An Australian Manufacturing Organization	European Journal of Training and Development	5

Soleman et al., 2020	Islamic Job Satisfaction, Organizational Commitment, And Intention To Leave: Moderating Role Of Islamic Work Ethics	Management Science Letters	5
Amarneh & Muthuveloo, 2020	Human Resource Management Practices And Person-Organization Fit Towards Nurses' Job Satisfaction	Management Science Letters	4
Schaap & Olckers, 2020	Relationships Between Employee Retention Factors And Attitudinal Antecedents Of Voluntary Turnover: An Extended Structural Equation Modelling Approach	SA Journal of Human Resource Management	2
Cimbaljević et al., 2020	How Do Job-Related Constructs Determine Employee Turnover? Serbian Hotels Example	Journal of the Geographical Institute Jovan Cvijic SASA	2
Cerović et al., 2020	The Influence Of Heavy Work Investment On Work Outcomes In The Hospitality Industry In Serbia	Amfiteatru Economic	1
Andela & van der Doef, 2019	A Comprehensive Assessment Of The Person-Environment Fit Dimensions And Their Relationships With Work-Related Outcomes	Journal of Career Development	28
Albalawi et al., 2019	Perceived Organizational Support, Alternative Job Opportunity, Organizational Commitment, Job Satisfaction And Turnover Intention: A Moderated-Mediated Model	Organizacija	24
Yang et al., 2019	Entrepreneurial Leadership And Turnover Intention In Startups: Mediating Roles Of Employees' Job Embeddedness, Job Satisfaction And Affective Commitment	Sustainability (Switzerland)	20
Shah et al., 2019	Psychological Empowerment And Employee Attitudinal Outcomes: The Pivotal Role Of Psychological Capital	Management Research Review	7
Ahn & Chaoyu, 2019	Job Stress And Turnover Intention Revisited: Evidence From Korean Firms	Problems and Perspectives in Management	5
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Appendix II. Factors Exhibiting Duel Correlation with Job Satisfaction and Turnover Intention

S.N.	Common Independent Variables	Dependent Variables					
		Job Satisfaction			Turnover Intention		
		+ve	-ve	No Effect	+ve	-ve	No Effect
1	**Compensation/Benefits**	2	-	-	-	1	1
2	**Job Characteristics**	1	-	-	1	1	1
3	**Job Embeddedness**	2	-	-	1	2	-
4	**Job Stress**	-	1	-	1	-	1
5	**Normative commitment**	1	1	2	2	1	-
6	**Organizational Citizenship Behavior**	2	-	-	1	1	-
7	**Organizational Commitment**	3	-	1	-	7	-
8	**Person-Organizational Fit**	2	1	-	2	2	-
9	**Procedural Justice**	1	-	-	-	1	-
10	**Self-Efficiency**	3	-	-	4	1	-
11	**Supervisor or Supervisor Support**	4	-	-	-	3	-
12	**Training and Development**	1	-	-	2	-	-
13	**Work itself**	4	-	-	1	2	-
14	**Work-Family Conflict**	1	2	1	1	1	-

Appendix III Significant Correlation of Job Satisfaction and Turnover Intention

	Turnover Intention (Dependent Variable)		
Independent Variable	**+ ve effect**	**-ve Effect**	**No Effect**
Job Satisfaction	1	31	1

Appendix IV Significant Correlation of Turnover Intention and Job Satisfaction

	Job Satisfaction (Dependent Variable)		
Independent Variable	**+ ve effect**	**-ve Effect**	**No Effect**
Turnover Intention	1 (decreasing)	9	0