

Employee Turnover Intention In A Service Industry: A Systematic Literature Review

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ABSTRACT

Employee turnover intention is one of the significant issues faced by most of the service industry today. This study examines the employee turnover intention in the service industry using a systematic literature review. The research is based on a review of empirical studies, reports, and policy documents. The Google Scholar search engine was used to locate research publications on employee turnover intention and the service industry. The Google Scholar Open Database was applied to find the publications using the keywords "employee turnover intention" and "service industry" from January 2018 to November 2023. Based on the inclusion and exclusion criteria using the PRISMA framework, 32 research papers were selected for the study. This study found employee turnover is affected by several factors such as job satisfaction, job stress, perceived organizational support, financial and non-financial incentives, corporate image, organizational justice, career advancement opportunities, leadership styles, organizational environment, flexible work arrangements, quality of employees-organization relationship, and socially responsible human resource management. Employee intention to turnover may impact the efficacy, efficiency, and performance of organizations, organization's life, increase in expenses, undermine staff morale, institutional productivity, and the organization's ability to compete and succeed. The following strategies for reducing employee turnover intention may be adopted: (i) enhancing organization and supervisor support (ii) increasing job satisfaction (iii) improving inclusive, responsible, and ethical leadership (iv) enhancing work-life balance (v) developing a support socially responsible human resource management (vi) maintaining a flexible and good work environment (vii) providing career advancement including better financial and non-financial benefits.

Keywords: Employee turnover, intention, service industry, sustainable human resource management

JEL classification: J28, J63, M12

INTRODUCTION

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One of the largest problems faced by most of the firm is employee turnover, which has far-reaching consequences. Employee turnover has been a major managerial concern in the service industry. The most valuable assets in a corporation are its people (Biswajeet, 2020; Mayo, 2016; Mueller, 1996). Strengthening organizational commitment, effective personnel selection, performance evaluation methods, promotions, training and development opportunities, career opportunities, talent management, and functional virtues like fairness, trust, and strong communication will draw talented people to a company and guarantee employee retention (Guzeller & Celiker, 2019).

Employee turnover intention is the probability that a worker or employee will quit their current position (Kirschenbaum & Weisberg, 2002). There are two types of turnover: voluntary and involuntary (An, 2019). Voluntary turnover occurs when an employee leaves the company and their job of their own volition (Lee et al., 2017). The decision made by management to compel an employee to quit the company is referred to as an involuntary turnover (Barrick et al., 1994). The quality of services is adversely affected by employee turnover in the service industry (Wen et al., 2020).

Employee turnover is largely influenced by several elements, including job satisfaction, job stress, organizational culture, organizational commitment, remuneration, organizational justice, promoting opportunities, leadership styles, and organizational climate (Al-Sada et al., 2017; S. Kim et al., 2017; Mosadeghrad et al., 2011). Furthermore, other elements that influence include employment autonomy, rewards for employees, perceived organizational support, supervisor support, and training and development (Ak, 2018). Intention to leave a job was largely impacted by work attitudes, job stresses, and role stressors or inter-role conflicts (Park & Min, 2020).

The organization and the employees may suffer from a high rate of personnel turnover (Al-Suraihi et al., 2021; Porter & Steers, 1973). An excessive staff turnover could be harmful because it affects the organization's expenses for hiring and selecting new hires, personnel process and induction, and, most importantly, the loss of knowledge acquired by the employees throughout their employment (Jha, 2014). When it results in positive changes within the company, employee turnover is, to some extent, desired and acceptable. That being said, it is undesirable when a large number of employees plan to depart the company (Hom et al., 2012; Manolopoulos et al., 2022; Muchinsky & Morrow, 1980). Employers place a high value on keeping valuable skilled workers since they are critical to the operation and prosperity of their businesses (Al-Suraihi et al., 2021).

This study is useful in addressing the employee turnover intention in the service industry. To explore the issues of employee turnover intention in the service industry, the following questions were designed:

- What are the key factors affecting employee turnover intention in the service industry?
- What are the significant impacts of employee turnover on the service industry?
- What are the possible strategies for reducing employee turnover intention in the service industry?

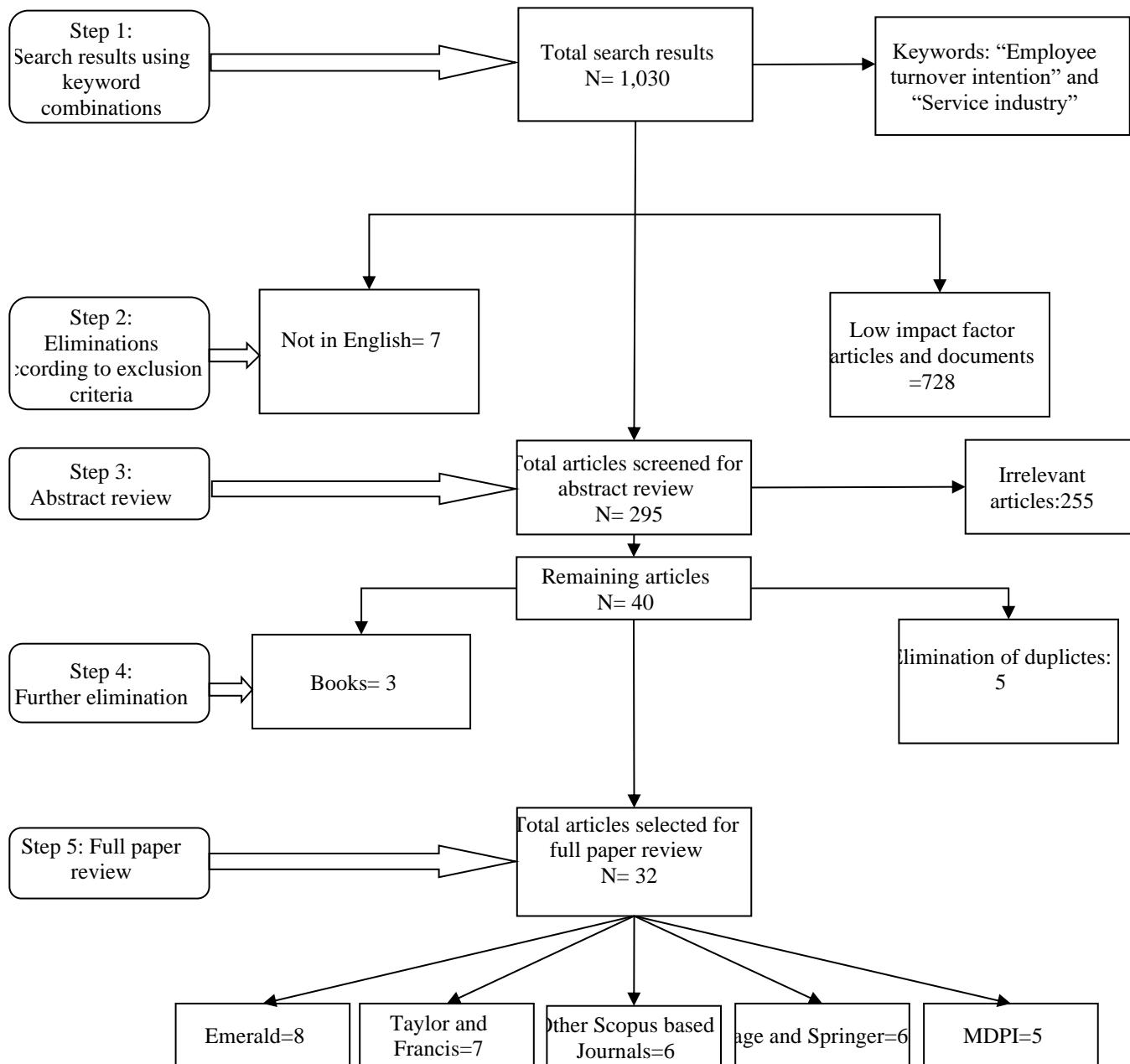
METHODOLOGY

This study aims to assess the employee turnover intention in a service industry. The research is based on a review of empirical studies, reports, and policy documents. The Google Scholar search engine was used to locate research publications on employee turnover intention and the service industry. The Google Scholar Open Database was applied to find the publications using the keywords "employee turnover intention" and "service industry." All papers that were published from January 2018 to November 2023, were checked for the study. 1030 documents

were discovered during the initial inquiry. We focused on high-impact factor journals – Emerald, Sage and Springer, Taylor and Francis, MDPI, and other Scopus-based journals. We removed 728 low-impact factor articles/documents and 7 not in English. Out of 295 documents for abstract review, we further removed 255 irrelevant articles, 3 books, and 5 duplicates. Finally, 32 research papers were selected for the study of employee turnover intention in the service industry. The inclusion and exclusion criteria for this research are mentioned in Figure 1.

1. **Figure 1**

Inclusion and exclusion criteria for the study



RESULTS

Key Factors Affecting Employee Turnover Intention

Based on the quantitative study of 144 construction professionals in Ghana, work engagement and intention to leave the organization are highly impacted by perceived supervisor support (Kissi et al., 2023). Employees who are highly engaged are more inclined to stay with their companies and feel obligated to repay them with lengthy service (Kissi et al., 2023). The study related to 167 PhD-holding Nigerian polytechnic lecturers found that professors' intentions to leave are sparked by low job satisfaction, which has a detrimental effect on their output (Otache & Inekwe, 2021). The study found that inclusive leadership positively impacts follower-leader goal congruence, which in turn positively influences organizational commitment. The sample of 322 front-line employees from several banks in Pakistan was used for the study (Yasin et al., 2023). Leaders who are inclusive are approachable, transparent, and readily available to their team (Yasin et al., 2023). Work engagement in turn has a negative effect on employee turnover intentions, according to a total of 442 professionals in Malaysian oil and gas (Memon et al., 2020).

Nepalese banks have extremely high workloads, particularly in the joint venture and private sectors. Workload, role ambiguity, and growth opportunity expectations were found to be the occupational stressors in the banking sector, and they were found to positively correlate with the desire to leave the industry overall. Employees at commercial banks usually receive unforeseen high-performance expectations, which increases ambiguity and work-life balance and leads to greater levels of occupational stress. For occupational stresses, this study is based on 465 employees of Nepalese commercial banks, and for turnover intention, service climate, and emotional regulation, it draws on data from 408 employees who participated in the first stage of the study (Gautam & Gautam, 2022).

A sample of 280 employees in Pakistan's banking industry demonstrates the importance of corporate image and an ethical work environment in the relationship between responsible leadership and employee's intention to leave (Yasin, 2021). High-performance work practices, according to a study of 218 doctors from private hospitals in Bangladesh, improve employee performance, increase perceived organizational support, and reduce employees' intentions to leave (Rubel et al., 2020). Based on the study of 522 nurses at Indonesia's four private hospitals, the intention to leave is lower when there is more transformational leadership (Manoppo, 2020).

Based on a sample of 1578 firefighters employed in South Korea, this study found a strong correlation between emotional labour (both surface and deep acting) and firefighter turnover intentions (Lim & Moon, 2023). According to research on 392 Italian workers in the service sector, turnover intentions are influenced by self-efficacy and perceived social support; interpersonal conflict and affective commitment operate as mediating factors (Mondo et al., 2022).

After analysis of survey data from 722 bank workers in Vietnam, it was found that employees' intentions to leave the company and work-family conflict may be reduced by their perception of organizational support (Giao et al., 2020). A sample of 711 bank employees in Bangladesh was examined, and the results showed that socially responsible human resource management (SRHRM) had a significant negative impact on turnover intention and a large positive impact on organizational citizenship behavior (OCB) and bank reputation (Sobhani et al., 2021). The organizational identification and commitment channel has a relationship between corporate social responsibility and employee performance as well as turnover intention, as per the study of 550 employees in Saudi Arabia's banking industry (Alnehabi & Al-Mekhlafi, 2023).

In the hotel sector, work attitudes, job strains, and role stresses/inter-role conflicts were found to have quite a strong influence on turnover intention, according to a total of 144 studies (Park & Min, 2020). Based on 110 UAE national employees working in the banking industry, it was discovered that several factors, including the cost of leaving a job, after-service incentives, financial advantages, peer-to-peer and leader-employee relationships, and professional progression opportunities, have a substantial impact on the desire to leave (Alqubati et al., 2019). Three findings are supported by a survey of 300 front-line staff members at 15 hotels in Pakistan: (1) job anxiety acts as a mediator between their perceived consumer aggression and their intent to quit; (2) perceived organizational support mitigates the positive relationship between their perceived consumer aggression and their job anxiety; and (3) felt obligation mitigates the positive relationship between their job anxiety and their intent to quit (Raza et al., 2021).

Based on data from 329 workers across 38 government agencies in Oman, career advancement opportunities are a key source of motivation for public sector employees, helping to lower attrition rates and promote retention (Balushi et al., 2022). 321 Saudi university faculty members participated in a cross-sectional survey, and the results showed a strong positive correlation between role conflict and intention to leave the university (Asfahani, 2022). A survey of 400 employees in Malaysia's service sector indicates that reward and remuneration, work-life balance, and the workplace environment all significantly boost employee retention (Zainal et al., 2022).

The study, which involved 469 front-line workers in Ghana's hospitality industry, revealed that empowerment and training significantly impacted the intention of turnover (Obeng et al., 2021). The relevance of favoritism was determined by 576 respondents in the Turkish hotel sector, who indicated that non-beneficiaries intent to leave family businesses is greater when they believe there is a high level of favoritism (Arasli et al., 2019). An analysis of 384 employees in the South African service industry revealed that psychological ownership had an indirect impact on the association between employees' intentions to leave and their organizational citizenship behavior when it came to authentic leadership (Olckers et al., 2020). There is a significant correlation between organizational commitment and intention to stay, according to a stratified random selection of 105 IT professionals from Malaysian ICT organizations (Noor et al., 2020).

Work role stress was shown to be favorably correlated with turnover intentions but negatively correlated with job satisfaction and organizational citizenship behavior in a sample of 347 Indian healthcare workers (Chhabra, 2020). According to a study conducted on 323 employees of an Iraqi telecommunications business, information sharing, participatory decision-making, and turnover intention are all mediated by perceived organizational support (Fattah et al., 2022). Evidence from 439 Indonesian private school teachers revealed that organizational commitment and psychological capital negatively affected turnover intention (Ali Yusuf & Widodo, 2023).

Academic staff turnover intention was found to be significantly influenced by compensation and benefits, working environment, and ethnicity among 265 Ethiopian academic employees (Kebede & Fikire, 2022). An analysis of 324 bank managers in Jordan revealed a negative correlation between turnover intention and ethical leadership. The association between turnover intention and ethical leadership is partially mediated by both organizational identification and psychological empowerment (Suifan et al., 2020). Turnover intention is negatively correlated with transformative leadership, according to data from 354 registered nurses employed in Jordanian public hospitals (Alkarabsheh et al., 2022).

The association between flexible work arrangements and turnover intention is strongly moderated by perceived job independence, according to samples with a total of 16,920 respondents from diverse nations. When flex time, flex leave, or working from home are utilized, employees who felt that their jobs were very independent have a lower intention to quit, whereas interdependent employees who work from home and use flex time may have a higher intention to leave (Tsen et al., 2021). Results from 438 salespeople for a South Korean company showed that the quality of the employees-organization relationship, organizational justice, and workplace engagement has a negative impact on their intention to leave (Kang & Sung, 2019).

Impacts of Employee Turnover on the Service Industry

The performance of projects and organizations is adversely impacted by turnover intentions (Kissi et al., 2023). There are notably negative relationships between job satisfaction and intentions to leave one's employment as well as between the performance of a Ph.D.-holding Nigerian polytechnic lecturers and their intentions to leave their jobs (Otache & Inekwe, 2021). Turnover intention is negatively impacted by organizational commitment (Yasin et al., 2023). The intention to leave a job is positively correlated with overall occupational stress. Low-performance results from a decline in job involvement and engagement caused by turnover intention (Gautam & Gautam, 2022). Positive outcomes are produced through the motivating process of work engagement (Memon et al., 2020).

A company's corporate image is greatly influenced by its ethical climate; a favorable corporate image lowers employee turnover, while a negative image raises it. Responsibly led organizations have higher ethical climates (Yasin, 2021). Perceived organizational support has a significant impact on employee performance and intention to leave. Furthermore, perceived organizational support discovers a strong mediating influence on the relationships between high-performance work practices and turnover intention (Rubel et al., 2020). The level of corporate citizenship behavior decreases with increasing work stress (Manoppo, 2020). The positive correlation between surface acting and turnover intention is reduced by firefighters' perceived organizational support, which is essential for public health and safety (Lim & Moon, 2023). Turnover intentions are a phenomenon that has a severe detrimental impact on an organization's life (Mondo et al., 2022).

The intention of employees to leave is negatively impacted by their emotional intelligence (Giao et al., 2020). Employee turnover intention was significantly impacted negatively by the bank's perceived reputation (Sobhani et al., 2021). Higher rates of employee turnover result in significant expenses, undermine staff morale, and hinder overall productivity, which in turn affects the quality of customer service provided (Alnehabi & Al-Mekhlafi, 2023). The intention of hospitality employees to leave was more strongly correlated with burnout, role stressors/inter-role conflicts, and peer support (Park & Min, 2020). Stress and work overload have an impact on the intent to leave and job satisfaction (Alqubati et al., 2019). When frontline staff members are the targets of customer violence, their job anxiety increases, which makes them more likely to indicate that they intend to leave (Raza et al., 2021).

Employee turnover has a significant impact on the quality of the academic environment, makes it more difficult to sustain and raise institutional productivity, and impedes the interests of all academic stakeholders (Asfahani, 2022). Low resilience and optimism among employees might have a detrimental effect on workers' affective organizational commitment (Obeng et al., 2021). Psychological contract violation is positively influenced by favoritism in family businesses; this violation serves as a mediator in the relationship between favoritism and non-beneficiaries inclination to leave (Arasli et al., 2019). Employee commitment is significantly

higher than initiative intentions, hence compensation plays a critical role in determining their intentions (Noor et al., 2020).

Organizational support bases the job demands-resources model and adds to the body of knowledge by emphasizing how work role pressures can negatively impact employee outcomes (Chhabra, 2020). Turnover intention is influenced by collaborative decision-making and knowledge exchange. Employees who are valued, acknowledged, and treated well contribute to the company and reduce attrition intentions (Fattah et al., 2022).

The efficacy, efficiency, and performance of an organization are all adversely affected by turnover (Ali Yusuf & Widodo, 2023). The impact of staff turnover is that the remaining employees have to work harder. Because of their increased workload, employees experience higher stress levels and worse morale, which in turn raises absence rates (Kebede & Fikire, 2022). A lack of ethical behavior may be harmful and very expensive for organizations (Suifan et al., 2020). The impact of employee turnover on an organization's ability to compete and succeed (Kang & Sung, 2019).

Strategies for Reducing Employee Turnover Intention

Because job engagement has a moderating effect on project performance and, to a significant extent, company performance, supervisor support should be increased (Kissi et al., 2023). The performance of PhD-holding Nigerian polytechnic professors would increase if their level of job satisfaction increased, as this would decrease their intention to leave their positions (Otache & Inekwe, 2021). The managers in the banking sector and policymakers improve inclusive leadership traits to lower employee turnover intentions (Yasin et al., 2023). Banking sector managers can better manage stress by creating policies and programs that reinforce emotional regulation and improve the service environment (Gautam & Gautam, 2022). Retaining top personnel is aided by training satisfaction and work engagement (Memon et al., 2020).

Employers that exhibit responsible leadership practices increase employee commitment and foster goodwill among stakeholders, making staff members feel privileged to work for the company (Yasin, 2021). Organizations must think about high-performance work practices rather than just the operational framework of an HRM system (Rubel et al., 2020). The hospital administrators and managers participate in leadership training to enhance their leadership abilities for the minimization of employee turnover intention through transformational leadership (Manoppo, 2020). Perceived organizational support helps to retain firefighters by acting through vital psychological resources to replace lost emotional resources (Lim & Moon, 2023). The intention to leave is reduced when coworkers and supervisors are regarded to be supportive, and when self-efficacy is high (Mondo et al., 2022).

Service industry firms should aim to avoid job burnout, enhance work-family balance, and leverage these emotional balances and supportive settings to produce positive results (Giao et al., 2020). Banks should strive for greater levels of organizational citizenship behavior and reputation, as well as lower turnover intentions and support socially responsible human resource management (Sobhani et al., 2021). A bank manager should improve employee performance, lower the likelihood of employee turnover, and strengthen CSR programs (Alnehabi & Al-Mekhlafi, 2023). By fostering a work environment with greater social support—which may be used as job resources to deal with workplace strains—hospitality firms can reduce employee stress (Park & Min, 2020). Offering flexible work arrangements on its own is insufficient for firms to retain talent; employees will remain with the same company if their positions also give them some degree of exclusive control over the substance of their work (Tsen et al., 2021).

The most significant factors influencing job satisfaction and organizational commitment are financial benefits and after-service benefits (Alqubati et al., 2019). Policymakers and management in the service and hotel industries implement various tactics and strategies aimed at reducing the adverse effects of consumer aggression on their frontline staff (Raza et al., 2021). Career advancement and organizational commitment can lower employee turnover intention in the public sector (Balushi et al., 2022). The required steps should be taken by higher education institutions to lessen role overload and role conflict (Asfahani, 2022). Financial and non-financial benefits are given to employees in order to increase retention and productivity (Zainal et al., 2022). Organizations may be able to learn more about the ways in which a contextual resource, like genuine leadership behaviors, might impact followers' intentions to leave and their organizational citizenship (Olckers et al., 2020).

With the use of psychological capital, emotional intelligence, and organizational commitment perspectives, practitioners can lower turnover intention (Ali Yusuf & Widodo, 2023). The Ministry of Education and university administration may decide to create new benefit plans and raise employee pay. Additionally, by reducing ethnically led conflict, the government should maintain political stability (Kebede & Fikire, 2022). The ability to retain talented and skilled workers is crucial to senior management because ethical behaviors (such as integrity, respect, and dependability, among others) create a more empowered work environment (Suifan et al., 2020). Improving the working environment raises the quality of healthcare, and leadership quality reduces the intention to leave and increases registered nurses' commitment to their jobs (Alkarabsheh et al., 2022). A highly engaged workforce is less inclined to entertain the idea of leaving their employers (Kang & Sung, 2019).

DISCUSSION

Employees who receive strong support from their supervisors at work are less likely to quit the company than those who receive less support from their supervisors (Gillet et al., 2013; Ilyas et al., 2020; Kissi et al., 2023; Stinglhamber & Vandenberghe, 2003). The various forms of encouragement from coworkers and the part organizational embeddedness plays in lowering intention to leave (Self et al., 2022). Both monetary and non-monetary incentives can be used to foster a positive work environment and support employee retention (Dhakai et al., 2023). The decision of an employee to stay with the company is influenced by the work environment (Naz et al., 2020; Silva et al., 2022). To keep capable workforces for the long term, organizations must establish a positive work environment (Dhakai et al., 2023; Raziq & Maulabakhsh, 2015).

High workloads, unsatisfactory job satisfaction, poor nurse-physician leadership, and stressful work environments can all be seen as major contributors to nurses' intention to leave their jobs (Alenazy et al., 2023; Lu et al., 2012). Burnout and secondary traumatic stress were found to be moderate to low among nurses working in tertiary care hospitals, but they also showed moderate to high levels of compassion fulfillment. Both secondary traumatic stress and moderate to low degrees of burnout must be addressed since they can result in medical errors and lower standards of patient care (Shrestha et al., 2023). Employee work capacity is hampered by job discontent at work, which also lowers organizational commitment and raises employee desire to leave (Abou Hashish, 2017; Bailey & Kurland, 2002; Pelly, 2023). An employee's intention to leave the company is directly and negatively correlated with their level of job satisfaction (Clugston, 2000; Mumu et al., 2021; Purani & Sahadev, 2008).

Workers' intention to leave the company was connected with both their level of job satisfaction and organizational commitment (W. G. Kim et al., 2005; Mosadeghrad et al., 2011; Pathardikar et al., 2023). Role stresses, such as role conflict and ambiguity, negatively impact employee attitudes and behavior (Ahmad et al., 2021; Boles et al., 1997). By using transformative

leadership, employee turnover intention can be decreased (Ariyabuddhiphongs & Kahn, 2017; Mittal, 2016). Employees appear to experience more enrichment from work to home when flexible work arrangements like flextime and shorter workweeks are available, and this is linked to higher job satisfaction and fewer intents to leave (Choi, 2020; McNall et al., 2009). Strategies for employment stability and enrichment have a good relationship with employee commitment. The intention to leave was inversely correlated with employee commitment (Afsar et al., 2018; Luna-Arocas & Camps, 2008).

CONCLUSION AND SUGGESTIONS

One of the most important problems facing the majority of the service sector today is high employee turnover. This study focused on examining the employee turnover intention in the service industry using a systematic literature review. The key factors affecting employee turnover intention, impacts of employee turnover, and strategies for reducing employee turnover intention in the service industry are the areas of the study. This study found employee turnover is affected by several factors such as job satisfaction, job stress, perceived organizational support, financial and non-financial incentives, corporate image, organizational justice, career advancement opportunities, leadership styles, organizational environment, flexible work arrangements, quality of employees-organization relationship, and socially responsible human resource management. Employee intention to turnover may impact the efficacy, efficiency, and performance of organizations, organization's life, increase in expenses, undermine staff morale, institutional productivity, and the organization's ability to compete and succeed. The following strategies for reducing employee turnover intention may be adopted: (i) enhancing organization and supervisor support (ii) increasing job satisfaction (iii) improving inclusive, responsible, and ethical leadership (iv) enhancing work-life balance (v) developing a support socially responsible human resource management (vi) maintaining a flexible and good work environment (vii) providing career advancement including better financial and non-financial benefits. This research has a limitation of confining service industry and the database for the study is based on Google Scholar. Further studies can be made on manufacturing and other sectors using Scopus, Web of Science, and other databases.

Additional Information and Declaration

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