Factors instigating employee turnover intention amid COVID-19

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Abstract---The present study intends to analyze the factors affecting employee turnover intention. For this, an exhaustive literature review was done. Fifteen elements were shortlisted that directly affect turnover intention, i.e., Leadership styles, Demographic variables, Salary, Organizational culture, Job stress, Organizational commitment, Organizational Justice, Organizational climate, Promotion opportunities, Job Satisfaction, and Work pressure. Further, the study aims to gauge how these factors contributed to turnover intentions amid pandemics.

Keywords---Turnover Intention, Turnover of employees, Factors affecting Turnover Intention of employees, Leadership styles, Demographic variables, Salary, Organizational culture, Job stress, Organizational commitment, Organizational Justice, Organizational climate, Promotion opportunities, Job satisfaction, Work pressure, Colleague relations, Communication, Organizational reputation, Organizational Policies.

Introduction

Turnover Intention is like the behavior tendency of employees that shows they do not feel satisfied, or we can say that they are not personally like that job and have an intention to quit (Chen et al.,2014). Turnover intention is the built-in organization between their employees but not noticed by them (Palaganas, 2018). Employees are affected by their organization for severe reasons, but organizations are unnoticed for those reasons.

Employee's Turnover intention or Intention to quit their current job is when employees are willing to leave their current job and join some other place. It can happen for several reasons; in this recent study, we tried to show all those factors that affect employees' turnover intention during this COVID-19 pandemic. In the 19th century, there is a very famous businessman/ industrialist "Andrew Carnegie" said that " You can take away all my factories, equipment, my feature plans, ships, and other transport facilities from myself; my entire money, all the facilities that I have but leave my employees with me and I will have that all thing again within two to three years." (Gupta & Srivastava, 2007). It shows that if we have good employees in our organization, we can achieve every goal, and all can happen if employees are satisfied with their work. Turnover intention is an employee's likelihood of leaving their current job and working in another organization/company (Ngamkroeckjoti et al., 2012). Throughout this COVID-19 situation, many employees want to take Turnover from their current job and work for another organization because, during this crisis, everyone gets the opportunity to work on an online platform. It is less costly and easy to access, Those who want to start their own business or start through an online platform. Now is the best time to explore themselves and do whatever they like. Employees get more creative regarding their work, and sometimes they want to quit their job to follow up on their passion. Turnover intention shows that turnover plan or Turnover tendency shows the behavior of employees toward their organization or business, which leads to Turnover (Chen et al., 2012).

Turnover is when employees quit their current working organization/business. It can be intentionally or a decision taken by that organization/business; it is that stage where the employee left his job. Turnover intention is where employees plan to go to their current jobs (Ngamkroeckjoti et al., 2012). Turnover is a massive challenge for every organization, especially in Human Resource Management (Wu and Polsaram, 2011). Suppose any employee takes a turnover, its direct effect in again recruitment, selection, and training a new employee in the organization to fill that designation and all going to so costly for every organization/business (Waldman et al., 2004). According to Habib, 2015 said that it is not essential that Turnover has always been a drawback for every organization. Sometimes it can be taken as an opportunity for the organization because with the help of this organization; it got the advantage of hiring new people with them and their current ideas and advanced skills. To avoid Turnover intention of employees in organization/business management needs to be constantly updated regarding their employees. They have to make proper communication with their employees. They should know what they want their employees from their organization through this COVID-19 pandemic where employees work online. Sometimes it seems like they are not that much connected with their organization. Employees should be formal meetings and online gatherings to make themselves more comfortable in their current working organization/business to avoid this.

2. Methodology

Turnover intention is when employees are dissatisfied with their current firm/organization due to personal or professional reasons and are thinking of leaving that firm/organization. This work aims to determine all the possible factors that affect employees, and those factors create an intention to take

Turnover from their current firm/organization. From an extensive review, fifteen factors that affect employees turnover are derived, these are: (Leadership styles (Griffin and Moorhead, 2014), Demographic variables (Kaya and Abdioğlu, 2010), Salary Kumar (RR, 2011), Organizational culture (Hellriegel & Slocum, 2011), Job stress (Jha S, 2009), Organizational commitment Mowday et al. (1982), Organizational Justice Ozturk et al. (2016), Organizational climate (Thatcher et al., 2003), Promotion opportunities (Mahapatra B, 2010), Job satisfaction (Ali N, 2008), Work pressure (Lambert et al., 2001), Colleague relations (Hussain and Xian, 2019), Communication (Eisenberg & Witten, 1987), Organizational reputation (Kwon, K., & Rupp, D. E., 2013), Organizational Policies (Abubakar and Abdullahi, 2017)). The review is conducted using articles and research by different authors, book references, etc. Every organization or firm has some aspects like their location, salary, size of employees, and sometimes personal and professional reasons that lead them to the turnover intention from their current organization. This study discusses all those reasons under a model and revealing how employees' turnover can be reduced.

The research has been conducted using the following objectives:

1. To perform an exhaustive review to list various possible factors affecting turnover intention.

2. To analyze factors affecting the Turnover intention of employees.

3. To understand how these factors contributed towards turnover intention amid covid19.

3. *Literature review and deriving factors affecting Turnover Intention.*

S.No	Research Work/ Title	Author (Year)	Summery
1. Leadership styles		Ng'ethe, J. M., Namusonge, G. S., & Iravo, M. A. (2012)	Leadership style is accessed by the behavior of the "leader" towards their subordinates or followers by motivating them to achieve their organizational and personal goals.
		Armstrong (2012)	Leadership style is an exercise used by an organization's manager to function their leadership.
		Griffin and Moorhead (2014)	Leadership style is when a leader has to take responsibility for their

			subordinates. If the leader cannot fulfill their obligation, employees have a turnover intention.
		Nanjundeswaraswamy, T. S., & Swamy, D. R. (2014)	Effective leadership also helps reduce attrition in a globally competitive environment among employees.
		Puni, A., Agyemang, C. B., & Asamoah, E. S. (2016)	Under leadership, if the leader uses an autocratic leadership style, the turnover intention is higher than the democratic leadership style
		Siew K (2017)	According to the author, there is very significant relation between leadership style and turnover intention because leaders are the ones who directly connect with their subordinates or co-workers. If employees are not satisfied with them, their turnover intention will be high.
		Luthra, A., & Singh, K. (2019) Long, C. S., Thean, L. Y., Ismail, W. K. W., & Jusoh, A. (2012).	According to the authors, if there is dissatisfaction between employees, there is a turnover intention between employees, which also affects leadership style.
2. Demographic variables		Kaya and Abdioğlu (2010)	As we know, demographic variables will also be a fundamental reason for turnover intention. If employees are not

		Choong, Y. O., Keh, C. G., Tan, Y. T., & Tan, C. E. (2013)	According to their research, factors (age, gender, and marital status) have a high number of turnover intentions; under these factors, there is a high significate relationship between turnover intention and other factors.
		Chowdhury, F. (2015) Emiroğlu, B. D., Akova, O., & Tanrıverdi, H. (2015)	All these authors' research highlighted that demographic Factor is crucial for every employee. Under this Factor, there are sub-factors (age, gender, race, marital status, education, job profile, income, and family members). If employees are not satisfied with these factors, then turnover intention among employees will be increased.
		Victoria, O., & Olalekan, U. (2016) Kaya H, Abdioğlu H (2010)	According to their research, there is no significant between employees' gender and turnover intention.
3. Salary		Kumar RR (2011)	Salary is the most critical need for every employee, and it also maniples the employees and creates a reason for turnover intention. If employees get a good salary package, their

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comfortable under those circumstances, they have the Intention to take Turnover

			turnover intention will be reduced because, from fair salaries, employees' financial needs and material desires will be completed.
		Hassan, R. (2014)	If employees get pay leaves and extra rewards, turnover intention creates a negative relationship.
4. Organization culture		Carmeli, A. (2005)	Organizational culture helps in proving challenging jobs to employees so that they feel motivated to achieve that challenge and learn new things within that organization; these things help reduce turnover intention.
		Hellriegel & Slocum (2011)	Organizational culture is the way employees behave in their present organization. (If there is a positive attitude, the organization's culture affects positive employees, and its negative curate affects employees).
		Stephen P, R. (2013)	Organizational culture depends upon the systematic sharing of things with the organization.
		Dwivedi, S., Kaushik, S., & Luxmi. (2013). Haggalla, K. H. Y. U., & Jayatilake, L. V. (2017)	According to these authors' research, there is a positive influence between turnover intention and organization culture between employees.

		Habib, S., Aslam, S., Hussain, A., Yasmeen, S., & Ibrahim, M. (2014)	Organizational culture is an exceptionally essential element that will help reduce turnover intention and increase job satisfaction and employee commitments.
		Jha S (2009)	Job stress is also a crucial factor that affects employees by their (work overlord, Work-family conflict, and role conflict) in employees, and from these reasons, turnover intention increases.
5. Job stress		Hassan, R. (2014) & Bashir, A., & Durrani, F. (2014)	According to the author, there is a correlation between turnover intention and job stress because if employees feel stressed in their job, they are incapable of performing their best and feel stressed; during these situations, there will be turnover intention between them. We can say that job stress is a significant variable that helps analyze employee turnover intention.
6. Organizational commitment		Mowday et al. (1982)	Organization commitment is a strong commitment that an organization has made with their employees that creates willingness of employees. If the

			organization fails to fulfill its commitment, employees will be the turnover intention
		Lambert, E. (2003)	Organization commitment can also be analyzed with employees' psychological attachment to their organization and shows their dedication towards their work
		Ahuja, M. K., Chudoba, K. M., Kacmar, C. J., McKnight, D. H., & George, J. F. (2007)	With the help of organizational commitment, employee turnover intention will be predicted, if employees are committed to their job, then the turnover intention is less, and if responsibility is reduced, then the Intention for Turnover is high.
		Cave, A. H., Chung, W. H., & Choi, S. G. (2013)	According to the author, there is a significant relationship between turnover intention and organization commitment.
7. Organizational Justice		Aghaei, N., Moshiri, K., & Shahrbanian, S. (2012)	A better justice between employees also helps enhance employees' performance within the organization.
		Alkahtani, A. H. (2015)	If an organization wants those employees to be satisfied with their work and willing to work in that environment, then

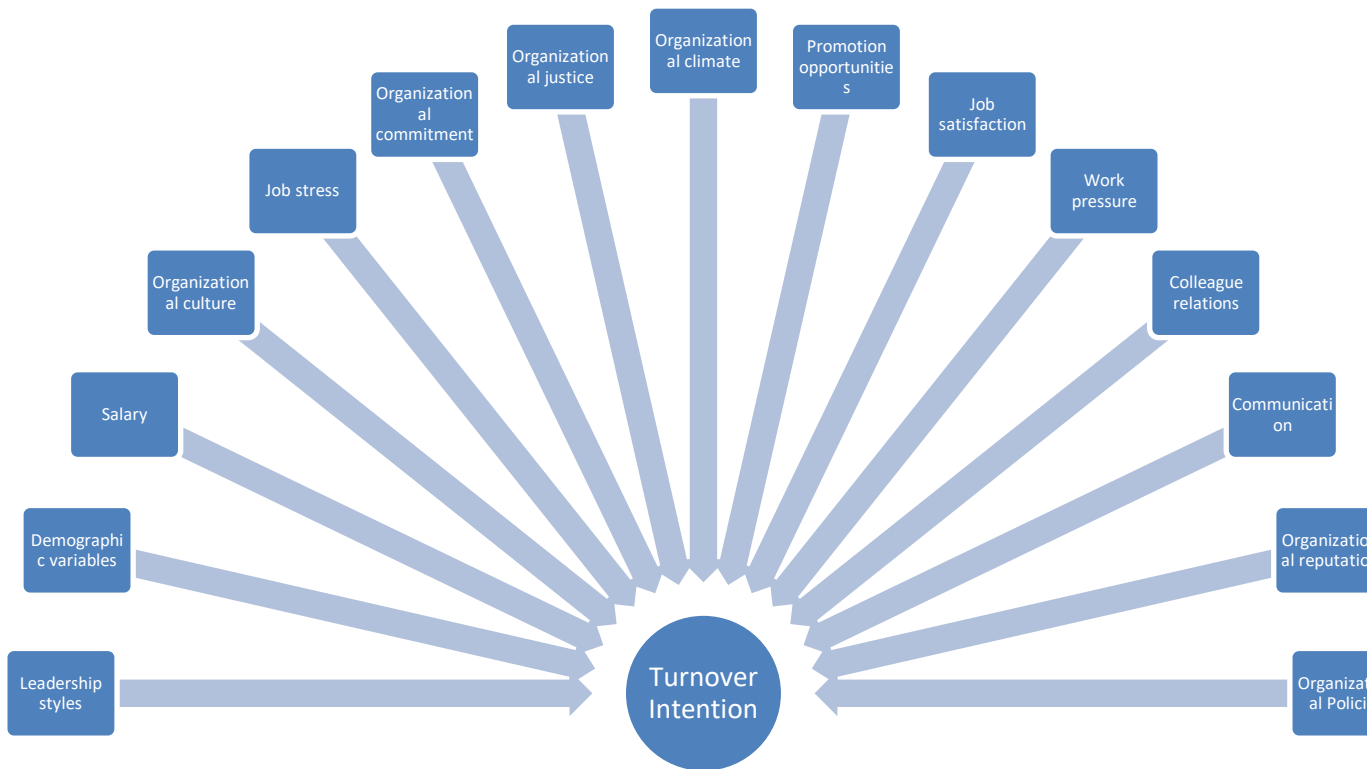|			organizations must give fair decision-making. If the organization shows equality and fair Justice towards their employees, then employees also show loyalty and determination to that organization, and there will be less turnover intention
		Özturk, M., Eryesil, K., & Beduk, A. (2016)	Organization justice shows when employees feel equality between workplace procedures, interactions, and outcomes.
		Ozturk et al. (2016)	Organization justice shows when employees feel equality between workplace procedures, interactions, and outcomes.
8. Organizationa l climate		Thatcher et al. (2003)	Organizational climate shows the "information technology firm" that crests Intention between employees to take Turnover.

9. Promotion opportunities		Stone, P. W., Larson, E. L., Mooney-Kane, C., Smolowitz, J., Lin, S. X., & Dick, A. W. (2006) Mahapatra B (2010)	According to the previous research, the Factor that affects organizational climate is organizational culture. If the cure is health and employees feel comfortable, the environment is also suitable for employees. Promotion opportunists need every employee who wants to grow as per the organization's growth. If the organization does not provide these opportunities to employees, they have the Intention to take Turnover from that organization
10. Job satisfaction		Ali N (2008)	Job satisfaction is the most critical factor affecting employees while doing their job. Their satisfaction and dissatisfaction are essential to their Turnover or staying back in their current organization
		Huang, C. L. (2011) Su, H. W., Lee, L. T., & Fan, C. K. (2011)	Employee satisfaction and turnover intention have a signification relationship; when work satisfaction comes, turnover intention reduces.

		Lambert et al. (2001)	Work pressure is when employees are doing excess work and have negative energy; then they have the Intention to take Turnover.
11. Work pressure			
12. Colleague relations		Hussain and Xian (2019)	Colleague relations is that when employees have a comfortable environment to work and a social setting to communicate, they have less Intention of having Turnover from that organization.
13. Communication		Eisenberg & Witten, (1987)	Excellent communication is essential for every organization under those employees are comfortable with each other so that their Intention for having Turnover also less.
		Yang & Wittenberg, (2016)	According to the previous research, if there is good communication within the organization, that will help in reducing turnover intention among employees.
14. Organizational reputation		Alniacik, U., Cigerim, E., Akcin, K., & Bayram, O. (2011)	Organization reputation is also an essential factor for employees. It shows what type of image an organization has in the social environment. This can also be a necessary factor for turnover intention among employees.
		Kwon, K., & Rupp, D. E. (2013)	Research shows a negative correlation between the

			organization and turnover intention because if reputation is not good, employees are no longer willing to work in that organization.
15. Organizational Policies		Pierce, C. A., Karl, K. A., & Brey, E. T. (2012)	Organizational policies are also essential to show an organization's concern for its employees by making helpful policies.
		Abubakar and Abdullahi (2017)	Organization Policies have a significant effect on turnover intention. That always motivates employees to stay back and continue work in their present organization or firm.

4. Factors Affecting Turnover Intention

Frome the above literature review, we have derived these fifteen factors. Where the study will be further relevance. Under this study shows the relation between turnover intention and COVID-19 pandemic.

Figure showing factors connected to "Turnover Intention": Leadership styles, Demographic variables, Salary, Organizational culture, Job stress, Organizational commitment, Organizational justice, Organizational climate, Promotion opportunities, Job satisfaction, Work pressure, Colleague relations, Communication, Organizational reputation, Organizational Policies.

4.1 Leadership styles

Leadership is when a person influences someone to do that work. According to them, a "Leader is the one who has a follower." Leadership is when leaders provide proper guidance, motivation, and direction to their subordinates or followers. A leader's behavior helps maintain a sustainable and healthy environment for the organization and employees (Halbusi and Hanid, 2018). Every employee wants to work in that organization/company where the climate is good. There are good growth opportunities and guidance from their superiors. All this happens when the leader is good in an organization. They should know how to maintain a healthy environment within the organization/business. If these qualities are there in the organization, then Turnover intention in employees is also less; employees want to work in that comfortable atmosphere. Through this pandemic crisis where everyone works online, leaders play a crucial role in maintaining a balance between the organization and employees. During this COVID-19 pandemic, every employee works from home, and sometimes it isn't easy to adjust to that environment and think about taking Turnover from their current job. Avoid this situation; each leads their subordinates and motivates them during this crisis.

4.2 Demographic variables

The demographic variables are independent by their definition, but they cannot be manipulated. (Chowdhury, 2015; Emiroğlu et al., 2015; Victoria &

Olalekan,2016) highlighted demographic variables like (age, gender, race, marital status, education, job profile, income, and family members) all variables affect the Turnover intention of employees. Sometimes employees are uncomfortable working under these factors and intend to quit. Through this COVID-19 pandemic situation where employees work from their homes, sometimes they are not satisfied with their salary, and they have an Intention to take Turnover. Previous studies show a significant relationship between the gender of the person, age factor, marital status, and Turnover intention (Choong et al., 2013). Sometimes these factors affect so intense in employees' behavior that they prefer to quit their job, such as when employees are married; they also have more responsibilities for their personal life. This Factor mostly shows more female employees than male employees; are more responsible for their personal lives. During this crisis, sometimes female employees have more effect than male employees. They have to complete their work and take care of their family or personal life, so we can say that they affect more and turnover intention in female employees are more than male employees. Age factor also affects more during this crisis because sometimes elderly employees are not aware of this modern technology. They are not comfortable doing their work through the online platform, so they are willing to take Turnover intention from their current job.

4.3 Salary

Salary is also an essential factor that affects the Turnover intention of employees. If employees are satisfied with their salary, they have less Intention to quit their job. When an organization gives an attractive recruitment package to the employee when they join that organization, it also reduces Turnover intention (Shoaib et al., 2009). Throughout this pandemic crisis, where the economic condition is also going down, sometimes, organizations cannot pay their employee's salaries; this can also be the reason behind their Turnover intention. We can say that if employees are satisfied with their current salary, they have less Intention to quit their job.

4.4 Organizational culture

Organization cultures refer to all those properties like attitude, learning values, and assumption of employee's way to behave in an organization Hellriegel & Slocum 2011. Turnover intention is fundamental to influencing an organization (Dwivedi, Kaushik & Luxmi, 2013, Haggalla & Jayatilake, 2017); with the help of organizational culture. We can control the employee's job satisfaction and commitment to their work and reduce retention in the organization (Habib et al., 2014). Employees who feel comfortable in organizational culture are willing to work, reducing Turnover. During this pandemic crisis, when employees work from their homes under this type of atmosphere, it gives a new experience to them because previously. In contrast, they work in an organization directly interacting with their all-team members. An online platform is sometimes pretty tricky for them, so we can say that working under an online platform gives new culture for employees and the organization.

4.5 Job stress

The previous author examined that Job stress is a significant factor in Turnover intention, and during this Covid-19 crisis job, the tension between the employees increased. Nowadays, every employee goes through this (job stress). Sometimes there is work overlord, family-related issues, performance, and other issues related to their job. If employees are incapable of managing these issues, they intend to take Turnover from their job (Jha 2009). During this pandemic, when employees work from home, sometimes this job stress increases so much among the employees because previously they have properly scheduled working hours and environment to complete their work. Still, while doing their result through an online platform, there is the experience for them; sometimes, their hours might be extended, and doing their work in front of their family is also an unfamiliar environment for employees.

4.6 Organizational commitment

Organization commitment is when employees are willing to stay and work for that organization (Hussain and Xian, 2019). It shows that employees are psychologically attached to that organization/business and do not feel uncomeatable in that organization. It can be personal or socially; then they have an Intention to quit that organization. While this COVID-19 situation exists, sometimes employees are not committed to their work and organization. During this crisis, when employees cannot physically interact with their (superior or subordinates), there is a lack of understanding between them; this Factor has also been the reason for their Turnover intention. Organizational commitment shows how much employees are honest, dedicated, and identified with their organization (Raisiene & Vilke, 2014). Commitment shows employees' loyalty and demanding work in that firm/organization. Suppose employees comment on their organization, showing their satisfaction and willingness to continue in that firm. Employees who do not commit to their organization/firm have turnover intention. Organizational commitments also show employees' emotional and psychological feelings towards their current organization. During this pandemic crisis, organizations face many unaccepted problems and are not ready to tackle them; sometimes, organizations have to make unfavorable decisions for employees. That direct effect on organization principles and created a negative impact on employees. It shows that the organization is not that committed to its current employees and intends to take Turnover from that organization.

4.7 Organizational justice

Organizational Justice is defined as a moral decision taken by an organization based on employees' perspectives. All suitable choices should be taken in the organization that helps employees increase their moral rights with ethical stander (Greenberg 1987). In an organization, Justice includes employee's feature opportunities, salary, performance, job satisfaction, and other employee requests, which help every (employee) stay in that current working organization, and there is less Intention of Turnover. During this pandemic crisis, employees are sometimes paid for their work because not every organization does not have to do its work through an online platform. Some of the organizations completed their

work through the offline medium. During the COVID-19 situation, there is a reduction in staff also, so employees are not sufficiently paid for their work. There are fewer opportunities for them; their performance is also decreasing; some perceptions influence employees to take Turnover from that organization.

4.8 Organizational climate

Organizational climate directly affects employees' turnover intention; Thatcher, Stepnia, and Boyle's 2003 climate are considered a barometer for measuring the employees' sentiments with the help of employees' policies and practices. Organizational climate helps influence employees' behavior and attitude towards that organization/business. If the organization's environment is healthy and sustainable, employees have less Intention to quit that organization.

4.9 Promotion opportunities

Promotional opportunities are the most significant factor that affects employees' turnover intention. Whenever any employee joins any organization/business, they have a motive to time to grow as per the organization growth that can only happen when promotion opportunities are there. These opportunities always motivate employees to give their best to that organization. Through this COVID-19 pandemic crisis, we have seen that most of the time, there are very few promotional opportunities in the organization. Due to this crisis, organizations cannot promote their employees due to a lack of growth and production; this can be a massive reason for employees to take Turnover from that organization.

4.10 Job satisfaction

Job satisfaction is the most significant factor affecting Turnover intention; It is as simple as when employees are not satisfied or feel comfortable in their current working organization, they have an Intention to quit that organization. Job satisfaction is employees feeling toward their job (Graham, 1982, p.68), and during this coronavirus situation, job satisfaction between the employees and the organization is significantly less. Under this situation, employees go through various concerns like job stress, workload, deficiency in performance, and other employee-related issues, which may show that they are not satisfied with their work and intend to take Turnover.

4.11 Work pressure

When employees feel more pressure at their workplace, they have negative expressions regarding their work (Lambert et al.,2001). Work pressure is not hurt employees' mental state or their health. Still, it also affects on work performance of employees that leads to turnover (Kahn, 1992) as we know that through this pandemic situation, employees feel so much work pressure from their organization. Previously, when employees work online, their working hours and time limit to complete their work are also fixed. Still, when they have to achieve their results online, organizations expect more from the employees, which creates work pressure. If Work pressure is there, it may reduce employees' job satisfaction, and they intend to take Turnover from that organization.

4.12 Colleague relations

Colleague relations, known as the relationship with co-works, also affect employees while working in the organization. If any employee fined discomfort or any dispute with their fellow employees, they have the Intention to have Turnover from that organization/firm. Relationship between co-works plays a crucial role within an organization because that dirtily affects the environment and social life of workers/employees. If employees find this comfort (environment and social) at their workplace, they are willing to work and have less Intention to the left (Hussain and Xian, 2019). When a pandemic is there, and employees are working through an online session with limited staff, sometimes there is difficulty in inaction between their team. The relationship between fellow employees is also affected during this period. This is also a massive reason that employee turnover intention due to colleague relations increases.

4.13 Communication

Communication between employees shows that (employees) are comfortable with each other and are willing to share their personal and professional things (Eisenberg & Witten, 1987). If there is fluent communication between employees, they can easily share their feelings and point of view. It will also help them make the design in an organization, and if their lack these things, the employee may feel low lee, which creates Intention to take Turnover from that organization (Hussain and Xian, 2019). In between these crises, it has been shown that there is a lack of communication between employees and the organization. Previously, suppose the employee is facing any trouble. If employees can contact their superior or subordinate face-to-face and resolve their problems during this pandemic, virtual communication between employees is sometimes ineffective. When there is a lack of communication, the Intention to take Turnover is high.

4.14 Organizational reputation

Organizational reputation is the most crucial factor influencing employees to stay back or leave their current working organization. Alniacik, U., Cigerim, E., Akcin, K., & Bayram, O. (2011) Reputation is the king of the organization's image that motivates employees to further work in that firm. An organization's reputation is created by past work or the past experiences of employees while working in that organization. Through Covid-19, every organization faced challenging situations. Sometimes organization's reputation decreases so quickly that employees may intend to take Turnover from that organization.

4.15 Organizational Policies

Organization Policies can be shown as the behavior of employees; it will come with positive and negative effects on employees and the organization. It is offered as an attitude of an organization that is formally introduced to its organization. Under that, all the formal rules and regulations are mentioned that will follow by employees. Abubakar and Abdullahi (2017) said that policies have opposing effects on turnover intention. If policies favor employees, there will be less

turnover intention, and the unfairness of policies turnover opinion among employees will increase.

5. Conclusion

Turnover intention is when employees prefer to quit their current job. Turnover intention is demonstrated through the negative experience of employees regarding their current functional job. A few previous factors (Leadership styles, Demographic variables, Salary, Organizational culture, Job stress, Organizational commitment, Organizational Justice, Organizational climate, Promotion opportunities, Job satisfaction, Work pressure, Colleague relations, Communication, Organizational reputation, and Organizational Policies) affect turnover intention have been discussed. Nowadays, when employees work in the organization, their primary consideration is Job satisfaction, which comes when there is less Intention to Turnover. Throughout this pandemic, when employees are doing their work from home, the Turnover intention among the employees is widespread.

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