

## Turnover Intention Among Generation Z Employees: A Systematic Review

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### Abstract

Employee turnover intention remains a critical organizational issue, particularly among Generation Z employees who are entering the workforce and exhibiting high early-career mobility. Despite extensive turnover research, empirical findings on Generation Z remain conceptually fragmented and insufficiently consolidated. This study aims to systematically review empirical research on turnover intention among Generation Z employees and identify the dominant determinants influencing their intention to leave. A systematic literature review (SLR) approach was adopted, drawing on Scopus and Web of Science databases within the 2019–2025 publication timeframe. Following a structured screening process, 20 peer-reviewed empirical studies were included in the final synthesis. The findings indicate that organizational-level factors particularly perceived organizational support, leadership quality, and career development opportunities are the most consistent predictors of turnover intention. However, these determinants largely operate indirectly through psychological mediators, including job satisfaction, affective commitment, work engagement, psychological capital, and job embeddedness. Affective commitment emerged as the most robust explanatory mechanism across diverse national contexts, suggesting that Generation Z retention decisions are fundamentally relational and emotionally anchored rather than purely transactional. The study contributes by consolidating dispersed evidence into an integrated framework and offers practical guidance for organizations to prioritize relational leadership, developmental HR practices, and psychologically supportive environments to enhance retention among Generation Z employees.

**Keywords:** Turnover Intention; Generation Z; Organizational Support; Employee Engagement; Systematic Literature Review

### INTRODUCTION

Employee turnover and more proximally, turnover intention has long been recognized as a central organizational and research concern due to its direct implications for human capital sustainability and organizational performance (Majumdarr & Dasgupta, 2024). Over more than a century, turnover scholarship has evolved from practice-driven efforts to control employee exits toward increasingly theory-informed explanations of why employees leave and more recently, why they stay highlighting the enduring relevance of turnover-related outcomes in organizational research (Majumdarr & Dasgupta, 2024).

This concern becomes particularly salient in the case of early-tenure employees. Empirical evidence consistently indicates that turnover frequently occurs within the first three years of employment, driven by a combination of economic, organizational, and psychological factors (Wikhamn et al., 2020). Early exits are not merely routine



workforce adjustments; in retention-sensitive sectors, they may generate significant managerial and societal costs due to the loss of accumulated knowledge, skills, and training investments. For example, research in the European nursing sector demonstrates that premature departures can lead to severe organizational consequences, reinforcing the view that retention deserves sustained managerial and societal attention (Sharma & Chillakuri, 2022).

Taken together, the longstanding centrality of turnover research (Majumdar & Dasgupta, 2024), the documented vulnerability of early-career employees to turnover (Wikhamn et al., 2020) and the substantial costs associated with premature exits (Sharma & Chillakuri, 2022) underscore the importance of examining turnover intention among younger workforce cohorts particularly Generation Z, who are currently entering and shaping the contemporary labor market.

Prior research consistently demonstrates that turnover intention is multi-determined and influenced by a range of attitudinal, relational, motivational, and contextual factors.

First, job satisfaction is frequently positioned as a proximal predictor and mediator of turnover intention. Drawing on frameworks such as the Job Demands–Resources (JD-R) model and job embeddedness theory, studies show that personal resources (e.g., psychological capital) and contextual resources (e.g., family support) reduce turnover intentions indirectly by enhancing job satisfaction (Xie & Takahashi, 2021). Similarly, comparative research on temporary and permanent employment arrangements identifies job satisfaction as a central antecedent whose effect may vary depending on employment status (Hong et al., 2024).

Second, leadership and supervisory relationships often operationalized through leader–member exchange (LMX) are consistently linked to turnover intention. Evidence indicates that high-quality relational exchanges with supervisors, alongside job satisfaction, reduce employees' intentions to leave, although these mechanisms may operate differently across employment types (Hong et al., 2024).

Third, employee engagement has emerged as a critical motivational mechanism connecting work experiences to withdrawal cognitions. Longitudinal research conducted in contexts of macro-level turbulence (e.g., Brexit) demonstrates that adverse job states reduce work engagement, which in turn increases turnover intention (Yao et al., 2022).

Fourth, work–life balance–related resources, including social and family support, function as important buffering mechanisms. For example, family support influences turnover intention both directly and indirectly through job satisfaction, and moderates the relationship between job demands and withdrawal intentions (Xie & Takahashi, 2021).

Beyond these frequently studied determinants, turnover intention has also been linked to job insecurity and uncertainty particularly in contexts of technological change that heighten perceived employment risk (Ahmad & Kaleem, 2019). Organizational-context variables such as diversity climate and inclusion practices have likewise been shown to reduce turnover intention through their influence on affective commitment and value congruence (Lyngdoh et al., 2021; Zimmerman et al., 2016). Furthermore, commitment-based models distinguish between organizational and occupational commitment to explain distinct forms of turnover intention (Harari et al., 2020).

Collectively, this body of research reinforces the conclusion that turnover intention is shaped by multiple attitudinal, relational, and contextual drivers rather than a single dominant predictor (Majumdar & Dasgupta, 2024; Wikhamn et al., 2020).

Despite this extensive empirical foundation, the existing literature remains conceptually dispersed and partially siloed. Synthesis efforts often focus on specific

subdomains rather than providing a consolidated account of determinants. For instance, research on employee benefits has been described as theoretically fragmented, creating ambiguity regarding how benefits relate to withdrawal-related outcomes and well-being (Le et al., 2022). Similarly, in the adjacent domain of job embeddedness, scholars note that a comprehensive and holistic review has remained elusive despite substantial academic interest (Azanza et al., 2015).

Moreover, foundational turnover reviews provide broad overviews of historical developments and emerging themes (e.g., the psychology of staying) but do not centrally organize evidence around Generation Z as a focal early-career cohort (Majumdarr & Dasgupta, 2024). This omission is notable given consistent documentation that early-tenure employees face heightened turnover risk (Wikhamn et al., 2020).

Although systematic review standards such as PRISMA-guided identification and screening procedures are increasingly adopted in related domains (Li et al., 2016), limited research has systematically synthesized empirical determinants of turnover intention with explicit attention to Generation Z employees. Consequently, the evidence base for this cohort remains insufficiently consolidated, limiting theoretical integration and practical guidance for organizations seeking to retain Gen Z talent.

To address this fragmentation, the present study adopts a systematic literature review approach consistent with contemporary review standards (Li et al., 2016). Building on established evidence regarding early-career turnover vulnerability (Wikhamn et al., 2020) and the enduring centrality of turnover challenges for organizations (Majumdarr & Dasgupta, 2024), this study aims to systematically review empirical research on turnover intention among Generation Z employees and identify the dominant determinants influencing their intention to leave.

## **METHODS**

### **(1) Research Design**

This study adopts a systematic literature review (SLR) approach to consolidate and critically synthesize dispersed empirical evidence on turnover intention among Generation Z employees. The SLR method is widely applied in business and management research to structure reviews around clearly defined search boundaries, search strings, eligibility criteria, and transparent screening procedures (Majumdarr & Dasgupta, 2024; Sharma & Chillakuri, 2022; Wikhamn et al., 2020).

Consistent with established SLR protocols that emphasize reproducibility and methodological transparency, this review is designed to generate integrative conclusions rather than isolated summaries of individual studies. Explicit review steps—including database selection, time boundaries, keyword specification, screening procedures, and thematic synthesis were defined prior to data extraction to ensure conceptual alignment with the study objective (Hong et al., 2024; Xie & Takahashi, 2021).

### **(2) Data Source**

The literature search was conducted using Scopus and Web of Science as core bibliographic databases. These databases are commonly employed in systematic reviews within personnel and organizational research due to their rigorous indexing standards and comprehensive journal coverage (Majumdarr & Dasgupta, 2024; Sharma & Chillakuri, 2022).

To ensure temporal relevance and reflect the period in which Generation Z increasingly appears as an explicitly labeled cohort in scholarly research, the review applied a publication timeframe of 2019–2025. Establishing a clear temporal boundary

is consistent with systematic review standards that require transparent specification of inclusion scope (Sharma & Chillakuri, 2022).

### **(3) Search Keywords**

In line with systematic review guidelines requiring explicit search strings aligned with the review objective (Sharma & Chillakuri, 2022), keyword combinations were constructed to capture both the outcome variable (turnover intention) and the focal cohort (Generation Z). The primary search strings included:

1. "turnover intention" AND "Generation Z"
2. "intention to leave" AND "Gen Z"
3. "employee turnover" AND "Generation Z"

These keyword combinations were applied within the defined time range across both databases. To reduce omission risk and enhance retrieval completeness, backward citation searching (reference list checks) was conducted for selected relevant studies (Xie & Takahashi, 2021).

### **(4) Inclusion Criteria**

To ensure conceptual and methodological alignment with the study objective, the review applied explicit inclusion criteria. Studies were included if they:

1. Were empirical in nature
2. Were published in peer-reviewed academic journals
3. Explicitly focused on Generation Z employees as a defined generational cohort.

The restriction to peer-reviewed journal articles ensures quality control and theoretical rigor, consistent with established SLR practices (Majumdarr & Dasgupta, 2024; Xie & Takahashi, 2021). Furthermore, only studies that clearly defined or operationalized Generation Z in their research design were retained, ensuring cohort-specific relevance and analytical precision (Sharma & Chillakuri, 2022; Wikhamn et al., 2020).

### **(5) Analysis Method**

The analysis followed a structured two-stage process: (1) screening and selection and (2) thematic synthesis.

First, screening involved the removal of duplicate records, followed by sequential relevance assessment. Titles and abstracts were initially reviewed to determine relevance, after which full-text eligibility checks were conducted. This staged selection process aligns with systematic review standards that emphasize transparent boundary-setting and reproducible study identification procedures (Majumdarr & Dasgupta, 2024; Sharma & Chillakuri, 2022).

Second, the final corpus of included studies was analyzed using thematic categorization. Extracted data were organized into higher-order themes reflecting recurring determinants of turnover intention. Thematic synthesis enabled the development of an integrative conceptual structure, consistent with systematic review approaches that aim to move beyond descriptive listing toward conceptual consolidation (Hong et al., 2024; Wikhamn et al., 2020).

## Result and Discussion

### Result

The database search yielded an initial pool of 37 articles, and after screening based on inclusion criteria, 20 empirical studies published between 2020 and 2025 were included in the final synthesis.

**Table 1.** Publication Tren

Year	Amount
2020	2 studies
2022	2 studies
2023	4 studies
2024	2 studies
2025	10 studies

Source : Collected data

Notably, 50% of the included studies were published in 2025, indicating rapidly growing scholarly interest in Generation Z turnover intention.

The studies were conducted across multiple regions, with a strong concentration in Asia, Indonesia (3), China (3), India (3), South Korea (2), South Africa (2), Vietnam (2) and Malaysia, Brazil, Germany, Romania (1 each). This distribution suggests that emerging economies are at the forefront of Gen Z workforce research, particularly in service and hospitality sectors.

Organizational-level determinants emerged as the most dominant predictors of turnover intention across the 20 reviewed studies. Among these, organizational support, leadership, and career development were the most consistently identified factors.

Organizational support was repeatedly identified as a central determinant. Lee & Shin (2025) found that perceived organizational support significantly reduced turnover intention among newly graduated nurses in South Korea. Similarly, Tran et al. (2025) reported that perceived organizational support indirectly reduced turnover intention through affective commitment in Vietnam's marketing sector. In Indonesia, Guslina et al. (2025) also emphasized leadership-driven support mechanisms as critical to job satisfaction and retention.

In the hospitality sector, Kim et al. (2025) demonstrated that supportive supervision strengthened job embeddedness, which in turn lowered turnover intention. Likewise, studies conducted in South Africa and India (Elgeka et al., 2025; Thapa et al., 2022) highlighted the importance of leadership support and HR practices in shaping Gen Z engagement and exit decisions.

Career development also consistently appeared as a determinant. For example, findings from Indonesia (Danko et al., 2023) and South Africa (Chillakuri, 2020) revealed that structured growth opportunities significantly enhanced retention. Across contexts—including China (Gaan & Shin, 2023), Malaysia (Giang et al., 2024), and Brazil (Mac et al., 2025)—organizational practices such as supportive leadership, sustainability orientation, and developmental HR systems consistently predicted lower turnover intention.

From a theoretical standpoint, these findings strongly align with Social Exchange Theory (Blau, 1964). Gen Z employees appear to interpret organizational support and leadership investment as signals of relational commitment. In response, they reciprocate through reduced withdrawal intentions.

Simultaneously, under the Job Demands–Resources (JD-R) framework, leadership support, career development, and HR practices function as job resources that enhance motivation and reduce strain, thereby decreasing turnover intention.

Notably, financial compensation alone rarely emerged as the dominant predictor. Instead, relational and developmental factors consistently demonstrated stronger explanatory power across countries.

This suggests that for Generation Z, retention is fundamentally relational and growth-oriented rather than purely transactional.

Psychological variables played a central mediating role in the majority of reviewed studies. The most frequently identified mediators were, job satisfaction, organizational commitment (particularly affective commitment), work engagement, psychological capital, job embeddedness

Tran et al. (2025) demonstrated that affective commitment strongly predicted both turnover intention and job-hopping behavior among Gen Z employees in Vietnam. Similarly, Guslina et al. (2025) reported that job satisfaction mediated the relationship between leadership and retention intention in Indonesia.

In South Korea, Kim et al. (2025) found that job embeddedness significantly reduced turnover intention among newly graduated nurses. In China (Gaan & Shin, 2023), psychological capital and job satisfaction served as key mediators between organizational support and turnover intention.

Studies from South Africa (Chillakuri, 2020) and India (Protsiuk, 2025) further confirmed that engagement and commitment function as critical psychological pathways linking HR practices to turnover outcomes.

Across these studies, a consistent structural pattern emerged, turnover intention is shaped by organizational determinants through their impact on employees' psychological attachment to the organization. This pattern strongly supports the motivational pathway proposed by the JD-R model, where job resources enhance engagement, which subsequently reduces withdrawal behavior.

From a Conservation of Resources (COR) perspective, psychological states such as commitment and engagement represent accumulated personal resources. When these resources are strengthened, employees are less likely to leave; when depleted (e.g., emotional exhaustion, low satisfaction), turnover intention increases.

Importantly, the dominance of affective commitment across multiple countries suggests that Generation Z's retention decisions are emotionally anchored. Unlike purely rational economic models of turnover, Gen Z appears to evaluate organizational relationships through emotional and psychological attachment.

This finding reinforces the notion that retention strategies must prioritize psychological engagement mechanisms rather than focusing solely on structural incentives.

## **Discussion**

Psychological variables emerged as central mediating mechanisms in the majority of the reviewed studies. Across contexts, the most frequently identified mediators included job satisfaction, organizational commitment particularly affective commitment work engagement, psychological capital, and job embeddedness. Rather than functioning as isolated predictors, these variables consistently operated as explanatory pathways through which organizational conditions translated into turnover intention.

Empirical evidence from multiple national contexts reinforces this pattern. Tran et al. (2025) demonstrated that affective commitment strongly predicted both turnover intention and job-hopping behavior among Generation Z employees in Vietnam,

highlighting the centrality of emotional attachment in retention dynamics. Similarly, Guslina et al. (2025) reported that job satisfaction mediated the relationship between leadership quality and retention intention in Indonesia, suggesting that structural leadership practices influence turnover primarily through their impact on employees' psychological evaluations.

In South Korea, Kim et al. (2025) found that job embeddedness significantly reduced turnover intention among newly graduated nurses, underscoring the stabilizing role of relational and contextual attachment. Likewise, research conducted by Gaan & Shin (2023) identified psychological capital and job satisfaction as critical mediating mechanisms linking organizational support to turnover intention. Additional evidence from (Elgeka et al., 2025) and Protsiuk (2025) further confirmed that engagement and commitment serve as key psychological conduits connecting HR practices to withdrawal outcomes.

Taken together, these findings reveal a consistent structural pattern in which organizational determinants influence turnover intention indirectly through psychological attachment. This mediated configuration strongly aligns with the motivational pathway proposed by the Job Demands–Resources (JD-R) model, wherein job resources enhance engagement and commitment, thereby reducing withdrawal behaviors. Organizational support, leadership quality, and career development function as resources that stimulate motivational states, which in turn decrease exit intentions.

From a Conservation of Resources (COR) perspective, psychological constructs such as engagement, commitment, and psychological capital represent accumulated personal resources. When these resources are strengthened through supportive organizational environments, employees become less inclined to withdraw. Conversely, when such resources are threatened or depleted through emotional exhaustion or dissatisfaction—turnover intention intensifies as a resource-protection response.

Notably, the recurring prominence of affective commitment across diverse national contexts suggests that Generation Z's retention decisions are fundamentally emotional rather than purely transactional. Unlike traditional economic models of turnover that emphasize rational cost–benefit calculations, Gen Z employees appear to evaluate organizational relationships through affective and relational lenses. This emotional anchoring implies that retention strategies must extend beyond structural incentives and instead prioritize the cultivation of meaningful psychological attachment within the workplace.

## **CONCLUSION**

This systematic literature review consolidates empirical evidence on turnover intention among Generation Z employees and identifies several dominant patterns. First, organizational-level determinants—particularly perceived organizational support, leadership quality, and career development opportunities—emerge as the most consistent predictors of turnover intention across countries and industries. However, these structural factors rarely operate directly. Instead, psychological mechanisms such as job satisfaction, affective commitment, work engagement, psychological capital, and job embeddedness function as central mediating pathways. Across the reviewed studies, turnover intention among Generation Z employees is primarily shaped by organizational conditions through their impact on emotional attachment and motivational states. Notably, affective commitment appears as the most recurrent and robust explanatory mechanism, indicating that Gen Z retention decisions are fundamentally relational and emotionally anchored rather than purely transactional.

From a practical perspective, the findings suggest that organizations seeking to retain Generation Z employees should prioritize relational and developmental strategies rather than focusing exclusively on financial incentives. Supportive leadership, transparent career pathways, continuous skill development, and psychologically safe work environments are critical in strengthening engagement and commitment. HR practices should therefore be designed not merely as structural systems but as relational investments that cultivate emotional attachment and meaningful work experiences. Retention strategies that integrate leadership development, structured mentoring, and growth-oriented HR systems are likely to be more effective for this cohort.

This study is subject to several limitations. First, the review is restricted to articles published between 2019 and 2025 and indexed in major databases, which may exclude relevant studies outside these boundaries. Second, the synthesis is based on cross-sectional empirical evidence in the majority of reviewed studies, limiting causal interpretation. Third, the focus on peer-reviewed journal articles may omit emerging insights from other scholarly formats. Finally, contextual variations across industries and cultural settings were not quantitatively compared, which may affect generalizability.

Future research should extend this line of inquiry by conducting longitudinal and multi-level studies to better understand causal mechanisms underlying Generation Z turnover intention. Comparative cross-country studies may clarify cultural influences on emotional attachment and retention behavior. Additionally, experimental or intervention-based research examining specific HR development programs could provide stronger evidence regarding effective retention strategies for Generation Z employees. Further exploration of technology-driven work environments and hybrid work arrangements may also enhance understanding of how evolving work contexts shape turnover intention in this emerging workforce cohort.

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