



## Configuration of Personal and Organizational Factors as Predictor of Turnover Intention in the Logistics Industry

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### ABSTRACT

This study examines the configuration of personal and organizational factors as predictors of turnover intention in the logistics industry, which faces significant challenges related to employee turnover. A Systematic Literature Review (SLR) method with the PRISMA approach was used to examine 20 scientific articles published between 2021 and 2025. The selected articles met the inclusion criteria: discussing turnover intention, conducted in the logistics industry, and published in reputable journals. The results indicate that personal factors such as mental health, work-life balance, and demographics, and organizational factors such as organizational culture, leadership style, compensation, and workload, are interrelated in influencing turnover intention. Poor mental health and excessive workload are the main causes of stress, while supportive leadership and fair compensation contribute to employee retention. The theoretical implications of these findings emphasize the importance of an integrative approach between personal and organizational factors. Practically, these results encourage the development of comprehensive HR policies, such as mental health programs and flexible work policies. This study also opens up opportunities to explore external factors such as the economic crisis and validate the findings through empirical studies.

**Keywords:** *Turnover Intention, Mental Health, Workload, Leadership Style, Compensation.*

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## 1. INTRODUCTION

The intention of employees to leave the company is a big challenge faced by various industries, including the logistics industry. This is supported by (Annas & Handra, 2023), which states that the turnover intention rate in the logistics sector is quite high and is the main problem that must be faced by logistics companies in Indonesia. High turnover intention negatively impacts the sustainability of company operations, as it forces companies to continuously recruit and train new employees, which is costly and disrupts productivity (Muzakki et al., 2024). In the Indonesian context, the rapid growth of the logistics industry due to increased trade and e-commerce activity has made turnover intention a key issue for employees seeking to leave their jobs, a concern that human resource management (HRM) needs to address in order to retain employees. This is supported by the research by (Nitte et al., 2025), which explains that high work demands and psychological pressure in the logistics industry increase the risk of turnover intention, so that the problem of turnover intention needs to be a primary concern for HR in order to develop effective strategies for retaining employees and maintaining the company's sustainability amidst the rapid growth of the logistics industry. In addition, the survey by (Michael Page., 2022) also noted that the turnover rate in the Indonesian logistics sector is quite high, reaching 84%, which emphasizes the importance of strategic attention to this issue in managing human resources in the national logistics industry.

Previous research has explored various factors that affect the turnover intention in the logistics industry. Among them is the research from (Fadli et al. 2023), who has researched the turnover intention at "PT Bandha Graha Reksa Logistik Medan," that the factors that influence turnover intention in the logistics industry include personal aspects, such as mental health, work-life balance, and age, as well as organizational aspects, such as workload, job satisfaction, leadership style, and technological progress. (Maharani and Nugroho, 2024). Work-life balance is also proven to have a significant influence in emphasizing employees who are able to manage time and energy between work and personal life tend to be more loyal and committed to the organization, and the age factor also affects the working period so that it can cause personal problems to stop working. (Nitte et al., 2025). On the other hand, organizational factors such as leadership style play an important role, where leadership that is unable to motivate, direct, and support employees optimally can increase the risk of turnover intention. (Fauziah et al. 2023). However, many previous studies tend to separate these factors in their analysis, so they are less able to provide a comprehensive picture of the interactive relationship between personal and organizational factors.

The main limitation of previous researchers lies in the lack of adequate understanding of how the complex configuration or interaction between personal and organizational factors can comprehensively predict turnover intention. Many studies have in the past emphasized the analysis of these factors separately without considering how the relationship and harmony between personal aspects, such as mental health, work-life balance, and age, with organizational factors, such as workload, job desk ambiguity, fast and new technology, job satisfaction, and leadership style, can jointly affect employee decisions to stay or leave the company. In addition, although most of the literature used in this study focuses on the logistics industry, there are other journals that come from different industry contexts. The difference in the context of this industry causes limitations in the application of these findings directly to the characteristics of the logistics industry, which has its own changes and challenges.

This study aims to examine and analyze personal and organizational factors as predictors of turnover intention in the logistics industry. This research seeks to provide a thorough understanding of how personal characteristics, such as mental health, work-life balance, and demographic factors, as well as organizational characteristics, such as organizational culture, leadership style, compensation, and workload levels, can be configured as predictors of turnover intentions in the logistics industry.

## 2. LITERATURE REVIEW

### Turnover Intention

Turnover intention is the employee's tendency or intention to voluntarily leave their jobs. According to Tett and Meyer in (Rachman et al., 2024), turnover intention is defined as a fully realized willingness by someone to leave the organization,

including the evaluation, consideration, and decision process. (Griffeth et al., 2000) shows that turnover intention is the strongest predictor of actual turnover behavior, through a direct relationship to the decline in organizational performance, increased training costs, and lack of employee knowledge. The logistics industry, as an industry that operates under high pressure and is highly dependent on skilled labor, has a great vulnerability to employee turnover rates. (Stank et al., 2005) focuses on how turnover in this logistics sector can hinder the supply chain, reduce customer satisfaction levels, and increase recruitment costs.

### **Factors that affect employee turnover intention**

#### a. Personal factors

According to (Robbins, 2014), personal characteristics are how a person views an object and tries to interpret what they see, including aspects such as age, gender, and education level. Personal factors refer to individual characteristics that differentiate one employee from another. Based on a literature review, these factors can be classified into two, namely demographic factors such as age, gender, education level, and marital status (Kismono et al., 2013) and psychological factors such as personality, perception of the work environment, and personal values (Robbins, 2014).

#### b. Organizational Factors

In the results of the author's research, it was also found that there was a factor called the organizational factor, which distinguishes each organization from the other. This factor is related to the structure, culture, and process in an organization. According to Mobley in (Mujiati & Sagung Kartika Dewi, 2016), organizational factors such as positions and payroll often trigger the tendency of employees to have turnover intention.

### **Mental Health**

Mild mental health can increase turnover intention. According to (Susilawati, 2017), mental health is the achievement of balance of mental function and self-adjustment to the environment, based on faith and money, aiming to live a meaningful and happy life. In addition, (Hasanah & Sandiasih, 2024) show a negative relationship between mental health and turnover intention. That is, the better the employee's mental health condition, the lower their desire to leave the company, and vice versa, the worse their mental health, the higher their tendency for turnover intention.

### **Work-life balance**

Work-life balance, according to (Parasuraman & Greenhaus, 2002), is a condition where a person can feel satisfied and run optimally both in the work environment and at home, with little role conflict. This work-life balance includes commitment to work, family, and responsibility in activities outside of work. In addition, according to (Elfira et al., 2021) work-life balance consists of several aspects, namely those related to the division of time between work and activities outside of work and psychological involvement or balanced commitment between work and personal life. With that in mind, the better the work-life balance of employees, the lower their intention for turnover.

### **Demographic Factors**

Demography, according to Philip and Dudley in (Solikhin et al., n.d.), is a science that studies the number of people, distribution, or distribution of regions, population conditions, and changes that occur in the population. In addition, according to (Kismono et al., 2013), who analyzed the influence of demographic variables such as gender, age, and marital status, there is a significant relationship with turnover intention. This is because employees with a short working period may not have fully adapted to the work environment or are still in the process of finding a job that is more suitable for their expectations.

### **Organizational Culture**

Organizational culture, according to Emerson (2013), is a collection of basic assumptions, habits, principles, beliefs, norms, and values that direct a person's actions in an organization. On the other hand, according to research, (Hidayat et al., 2024) shows that strengthening organizational culture can be a powerful strategic step to reduce employees' intentions to leave the company. Thus, building and maintaining a positive organizational culture is an important strategy to increase employee retention and reduce the turnover intention rate.

**Leadership Style**

Leadership style, according to (Robbins, 2014)., explains that leadership style is a way or pattern of action used by leaders to influence and direct their subordinates so that organizational goals can be achieved, including through giving motivation and support to employees. In addition, (Herawati & Romandhini, 2021) shows that an ineffective leadership style can increase employees' turnover intention.

**Compensation**

Compensation, according to Ardana (2013), is everything received by employees in return for the work that has been done in an organization or company. Compensation not only directly affects the turnover intention but also the mediation of organizational commitments. Good compensation increases organizational commitment, which ultimately lowers turnover intention. (Salju et al., 2023)

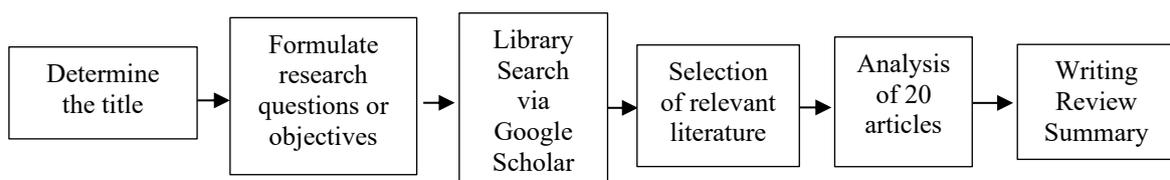
**Workload**

Workload, according to Munandar (in Diana, 2017), defines work conditions consisting of various tasks that must be completed by employees within a certain period of time. On the other hand, (Ahmad Bayu Kuncoro & Yetti Lutiyan Suprpto, 2022) revealed that the workload has a positive and significant influence on the employee's intention to leave the company, which means that the greater the workload felt, the higher the employee's tendency for turnover intention.

**3. RESEARCH METHOD**

This research method uses a systematic literature review approach based on PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) to identify and evaluate previous research results related to the configuration of personal factors and organizational factors as predictors of turnover intention in the logistics industry. This approach enables systematic and structured analysis of relevant literature, thus producing reliable and in-depth findings. This research data was obtained from secondary literature sources, such as journal articles, books, and research reports published in the last five years (2021-2025). The literature search process is carried out through an academic database, namely Google Scholar, by using keywords such as "Turnover Intention," "Personal Turnover Intention Factor," "Organizational Turnover Intention Factor," "Factors Affecting Turnover Intention," and "Turnover Intention on Logistics Employees." Literature selection is carried out based on criteria that include relevance to research topics, methodological quality, and contribution to the development of the field of study.

The analytical steps in this study included searching for relevant studies, filtering key information, and integrating the findings. The data collected included the research objectives, methods used, key findings, and recommendations. The analysis process was carried out in several stages, starting with manual data categorization based on recurring themes in the analyzed studies. These themes were identified through a thorough reading of the results and discussion sections of each article. After that, the data were classified into main categories, such as personal factors, organizational factors, and the logistics industry context. Grouping the results was done by comparing findings from various studies to find patterns, similarities, and differences. This approach allows researchers to draw valid, data-supported conclusions thematically from the analyzed literature.



**Figure 1.** Literature Review Scheme

Source: Processed by the Author, 2025

**Table 1** | Explanation of Article Analysis Flow

Process	Information	Result
Data Search	Literature search through Google Scholar using keywords such as "Turnover Intention", "Personal Turnover Intention Factors", "Organizational Turnover Intention Factors", "Factors Affecting Turnover Intention", "Turnover Intention in Logistics Employees".	Google Scholar : 57 articles found
Data Screening	Selection of articles based on titles and abstracts that are in accordance with the topic taken, not scientific or duplicate or eliminated.	35 articles passed data screening
Quality Assessment	Full-text evaluation of articles based on inclusion and exclusion criteria.	27 articles meet the criteria
The Final Result	Articles selected for analysis and use in compiling the review writing.	20 articles were used in the analysis

Source: Processed by the Author, 2025

**Tabel 2** | Criteria, Inclusion, and Exclusion

Criteria	Inclusion	Exclusion
Topic	An article discussing personal factors and organizational factors as predictors of turnover intention.	Articles that are not relevant to turnover intention or do not cover personal or organizational factors.
Industrial Sector	Focus on the logistics industry or a similar industry that can be compared.	Studies outside the context of the logistics industry with no clear relevance.
Year of Publication	Articles published in the last five years (2021-2025) to ensure relevance.	Articles published before 2021 unless they have significant contributions as classical references.
Language	Articles in English or Indonesian.	Articles in other languages for which translation is not available.
Accessibility	Articles that are available in full (full-text) in academic databases or trusted journals.	Articles with limited access (abstract only) or are not accessible.
Research Context	A study that examines personal and organizational factors.	Studies that discuss other factors that are not relevant to the research objectives.

Source: Processed by the Author, 2025

## 4. RESULTS AND DISCUSSION

### 4.1 RESULTS

This study used the Systematic Literature Review (SLR) method with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach to identify and evaluate literature related to personal and organizational factors as predictors of turnover intention. The literature screening process was carried out through the stages of identification, screening, selection, and inclusion, in accordance with predetermined criteria. Of the 57 articles identified in the initial stage, 20 articles met the inclusion criteria and were analyzed further.

The results of the analysis show that personal factors, such as mental health, work-life balance, and demographic factors, are often identified as factors impacting turnover intention. Furthermore, organizational factors, such as organizational culture, leadership style, compensation, and workload levels, have also been found to play a significant role in shaping employees' perceptions and experiences in the workplace.

These findings provide a deeper understanding of the configuration between personal and organizational factors as predictors of turnover intention, thus providing a basis for more effective human resource management.

**Tabel 3|** Article Analysis Results

Theme	Researchers	Results
Job Stress & Workload	Fadli et al. (2023);Fauziah et al. (2023); Muhammad Muslim, (2021);Zafriarni et al., (2025);Fatimah A., (2025); Puspitawati et al. (2023);Pratama et al., (2024); Medika., (2021);Muzakki et al., (2024);Misbahul A., (2024)	High stress and workload, target pressure, and work-life balance imbalance cause turnover intention.
Job satisfaction	Maharani and Nugroho (2024);Fatimah A., (2025);Pratama et al., (2024);Handayani (2021); Waskito M., (2021);Misbahul A., (2024)	Low job satisfaction due to lack of self-development, support, compensation, and poor working relationships encourages turnover intention.
Leadership & Culture	Fauziah et al. (2023);Supriadi et al., (2021);Akmal et al., (2025);Waskito M., (2021)	Ineffective leadership, negative organizational culture, and lack of managerial support increase the risk of turnover intention.
Compensation	Puspitawati et al. (2023);Muzakki et al., (2024);Supriadi et al., (2021); Waskito M., (2021);Misbahul A., (2024)	Compensation that is inadequate or does not meet expectations causes a decrease in motivation and encourages the intention to resign.
Work environment	Maharani & Nugroho (2024);Mulyani et al., (2024);Akmal et al., (2025);Muzakki et al., (2024)	An uncomfortable, unsupportive, or inadequate work environment can reduce comfort and increase turnover intention.
Work-Life Balance	Zafriarni et al., (2025);Fadli et al. (2023);Prinanda & Nurul (2025);Medika (2021);	The imbalance between work and personal life is a significant factor in increasing turnover intention, especially among the younger generation.
Personal Resources & Well-Being	Hamif SW, (2023)	Good personal resources and workplace well-being increase engagement and reduce turnover intention.
Work Discipline	Damayanti, (2022)	Low work discipline impacts poor productivity and encourages turnover intention.
Engagement & Social Support	Wendy Prima J Putera, (2023)	Organizational justice, supervisor support, and work morale help reduce turnover intention.

Source: Processed by the Author, 2025

## 4.2 DISCUSSION

This study examines the configuration of personal and organizational factors as predictors of turnover intention in the logistics industry, with the aim of providing a comprehensive understanding of the complex relationship between the two factors.

The results of the analysis indicate that personal factors such as mental health, work-life balance, and demographic factors, as well as organizational factors such as organizational culture, leadership style, compensation, and workload, together have a relationship with employee turnover intention tendencies. These findings have important implications for human resource management (HRM) in designing more effective employee retention strategies. The results of the Systematic Literature Review (SLR) analysis with 20 related articles indicate that these two groups of factors are interrelated in influencing turnover intention. The following is an in-depth discussion based on the research findings:

### **Personal Factors as a Predictor of Turnover Intention**

Several studies have shown that employee mental health is a strong predictor of turnover intention, especially in the context of excessive workload. A study by (Fadli et al, 2023) and (Zafriarni et al.,2025) And (Muhammad Muslim,2021) highlighted that psychological pressure resulting from high targets and an unsupportive work environment increases the tendency to leave the company. Meanwhile, research by (Hamif SW, 2023) emphasizes the importance of workplace well-being programs in increasing employee engagement and reducing resignation intentions. This pattern indicates that mental support from the organization plays a significant role in mitigating the negative effects of workload on turnover intentions. The results of these various studies with employees in several logistics companies show that the lack of access to mental counseling in the workplace can worsen the level of stress and turnover intention. The lack of access to mental counseling services in the workplace actually makes employees feel alone in the face of the pressure they experience at work. This not only makes their stress worse but can also make them lose motivation and enthusiasm in working. If the company can be more active in providing easy-to-reach support, such as counseling, employees will feel more noticed and appreciated and can reduce turnover intention.

Work-life balance is also proven to be an important predictor. Research by (Nitte et al., 2025) at PT. Wahana Lintas Nusantara found that work-life balance disorders become a strong mediator between workload and turnover intention, especially in young employees. Similar findings appeared in the research of (Mulyani et al., 2024) at PT. Adib Cold Logistics, where long working hours and monotonous tasks lead employees to consider entrepreneurship. Work-life imbalance appears consistently in several studies as a cause of increased turnover intention, especially for young employees and those facing inflexible work systems. Research by Fatimah A., (2025), (Nitte et al., 2025), and (Mulyani et al., 2024) shows that long working hours, irregular shifts, and a lack of flexibility are key factors. Employees in these situations tend to experience stress due to difficulties meeting personal needs, leading to increased absenteeism and intention to leave the company.

From a demographic perspective, cross-study patterns indicate that tenure and marital status significantly influence turnover intention. (Handayani,2021) found that employees with less than two years of service tend to resign more quickly because they haven't found a good fit for their job. On the other hand, Waskito M., (2021) studies show that married employees are more stable due to their family responsibilities. Thus, demographic factors such as age, length of service, and family status can influence employees' perceptions of job stability and their intention to stay.

### **Organizational Factors as Turnover Intention Predictor**

An unhealthy organizational culture often makes employees have a turnover intention, so that the level of desire to resign becomes high. The research of (Akmal et al., 2025) at PT Pos Indonesia Surabaya found that an unsupportive organizational culture and weak work discipline reduced job satisfaction. Similar research was also discussed by (Damayanti,2022) at PT. Tomo Food Industry, where low work discipline triggers skipping behavior and delays that lead to turnover. In the study, an unhealthy organizational culture and low work discipline directly reduce employee satisfaction, thus increasing the desire for turnover intention. Unhealthy organizational culture and low work discipline can indeed make employees feel uncomfortable and less appreciated, so they are faster to look for opportunities elsewhere. Thus, the company needs to build a positive culture and consistent discipline so that employees feel motivated and comfortable working in the long term.

Ineffective leadership styles have been a major issue in several studies. At PT Pendidikan Maritim dan Logistik Indonesia, poor leadership combined with a heavy workload increased turnover intentions. Research at PT Bank Negara Indonesia showed that supervisor support and organizational fairness can reduce turnover even when rewards are not the primary motivators.

Poor leadership styles often exacerbate the negative effects of workload on turnover intention. Studies in several companies (e.g., PT Pendidikan Maritim dan Logistik Indonesia and PT BNI) show that a lack of support from superiors triggers the desire to resign, even when other factors such as compensation are not the primary motivator. Conversely, supportive, fair, and communicative leadership has been shown to reduce employee turnover intentions, even under challenging working conditions.

Unfair compensation is the main cause of many problems. (Puspitawati et al.,2023) found that salary below the regional minimum wage (RMW) and long working hours without overtime wages at JNE North Denpasar decreased work motivation. Muzakki et al. (2024) researched at Anteraja Yogyakarta and found that even though the environment is considered good, the unbalanced workload with compensation still triggers the turnover intention. Unfair compensation, such as substandard compensation and imbalance between workload and compensation, is the main reason why employees want to leave the company. When employees feel that the effort and time they give are not properly appreciated, their motivation to work well will decrease. This does not affect the turnover intention, but it can also reduce the quality of work. The company needs to ensure that the compensation given is fair with the workload and must be transparent so that employees feel valued and motivated to survive and develop in the company.

Excessive workload emerged as a factor in many studies. At PT. Sinar Galesong Prima, high work stress combined with slow promotions led to employee dissatisfaction, while at PT. Artaboga Cemerlang, high sales targets and inadequate work facilities created excessive pressure on employees. Ineffective leadership styles, especially when accompanied by heavy workloads, can increase turnover intention. However, if superiors provide support and the company treats them fairly, this can help reduce turnover intention. Excessive workloads trigger stress and decrease work-life balance, impacting mental health and increasing turnover intention. When work demands exceed the specified time, employees feel stressed and struggle to maintain a work-life balance. As a result, work enthusiasm and productivity decline, and the risk of turnover intention increases. Therefore, it is important for companies to manage workloads and provide adequate support so that employees can work more comfortably and motivated, thereby minimizing turnover intention.

### **Integration of Personal and Organizational Factors in Influencing Employee Turnover Intention**

Turnover intention is not solely influenced by personal or organizational factors but rather the result of the interaction between the two. Various studies have shown that heavy workloads are more detrimental to employees with low mental resilience. Conversely, employees with strong mental health and the support of those closest to them are usually able to persist despite demanding workloads. This pattern suggests that companies should not only improve work systems or train employees individually but also examine the relationship between the two.

Furthermore, various studies have shown that the reasons why someone wants to leave their job depend heavily on the workplace situation and the employee's character. Some studies indicate that low salaries are often the primary reason employees want to resign. However, other findings contradict this, with some employees remaining even if the salary is low, as long as they feel appreciated, treated fairly, and supported by their superiors. This suggests that the reasons for wanting to leave a job are not always the same and can vary depending on the situation. Therefore, strategies for retaining employees cannot be the same for all companies. These strategies must be tailored to the company's work culture and conditions.

Overall, the synthesis of various literature studies confirms that there is no single, universally applicable solution to suppress employee turnover intention. Cross-study patterns indicate that a configuration of personal and organizational factors forms the primary basis for understanding employee intentions to stay or leave a company. Therefore, turnover intention management strategies must be designed contextually and comprehensively, taking into account the internal characteristics of the organization, its values, and the psychological and social conditions of employees. This integrated approach is expected to create a retention system that is more adaptive, sustainable, and in line with the dynamic challenges facing the logistics industry today.

## 5. CONCLUSION

This study found that a combination of personal factors such as mental health, work-life balance, and demographic factors, as well as organizational factors including organizational culture, leadership style, compensation, and workload, collectively predict turnover intention in the logistics industry. The integration of these two factors suggests that employee turnover intention is influenced not only by external organizational conditions but also by individual characteristics and internal conditions. However, all of these findings were obtained through secondary literature analysis, without primary data collection in the field. Therefore, future studies are recommended to empirically test this model through direct surveys, in-depth interviews, or observations of logistics employees. Another alternative is to apply meta-analysis methods to more systematically integrate the results of previous studies. With this approach, future research can produce stronger, more contextual, and more applicable findings for HR management in the dynamic logistics industry.

## 6. LIMITATION AND IMPLICATION

### 6.1 Limitation

This study has several limitations that need to be considered. First, the sample used only comes from literature in the logistics industry during 2021-2025, so the results may not fully represent conditions in other sectors or over a longer period of time. Second, the method used is a Systematic Literature Review (SLR) without direct data collection from employees or the company, so the results may not reflect the real situation in the field. In addition, time and resource constraints make the analysis unable to be too in-depth; for example, external factors such as company policies or economic conditions that can also influence employees' desire to leave are not discussed. Thus, these limitations help readers understand the context of the research results more clearly.

### 6.2 Implication

#### a. Theoretical Implications

This research contributes to theory development by demonstrating that personal and organizational factors are interrelated in influencing employees' intentions to leave their jobs. These findings broaden the perspective that previously only looked at the influence of the individual and the organization separately. Drawing on organizational behavior theory and turnover theory, this research confirms that an employee's decision to resign is not solely a matter of personal issues or working conditions, but rather the result of the interaction of both. This framework can serve as a basis for developing turnover theory that better aligns with real-world conditions, particularly in the logistics industry, which experiences frequent employee turnover.

#### b. Practical Implications

From a practical perspective, the results of this study can serve as a guide for logistics companies in managing and retaining employees. Some key initiatives include providing programs to maintain employee mental health, managing workloads for a more balanced work environment, and providing training to leaders to create a positive work environment. Human Resource Management teams can use these findings to develop strategies to ensure employee retention and a sense of appreciation. Furthermore, this research can serve as a reference for HR practitioners and other parties involved in the logistics sector to create policies that reflect real-world needs and are based on robust data.

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