



WORK STRESS AND TURNOVER INTENTION AMONG RETAIL EMPLOYEES: A SYSTEMATIC LITERATURE REVIEW

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Abstract

Employee turnover intention remains one of the major challenges in the retail industry, as it contributes to increased recruitment and training costs, reduced workforce productivity, and disruptions to organizational stability. Previous studies have consistently identified job stress as a significant psychological factor influencing employees' intention to leave their organizations. This study aims to examine and synthesize empirical evidence regarding the relationship between job stress and turnover intention among retail employees through a literature review employing a systematic narrative approach. Relevant literature was retrieved from Google Scholar, ScienceDirect, SpringerLink, and Emerald Insight, covering publications from 2022 to 2026. A total of 15 articles that met the predefined inclusion criteria were analyzed using descriptive analysis, thematic analysis, and narrative synthesis. The findings indicate a consistently positive relationship between job stress and turnover intention. Factors such as excessive workload, emotional labor, abusive customer behavior, job insecurity, and burnout were found to increase employees' intention to leave their organizations. Conversely, job satisfaction, organizational commitment, supportive leadership, job security, and work-life balance emerged as protective factors that mitigate turnover intention. These findings highlight the importance of effective job stress management, coupled with the enhancement of employees' psychological resources, as a strategic approach to improving employee retention within the retail sector.

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1. INTRODUCTION

The retail industry plays a strategic role in employment creation, service distribution, and economic growth. As a highly customer-oriented sector, retail organizations depend heavily on the stability, performance, and psychological readiness of frontline employees who interact directly with consumers. However, employee turnover remains a persistent challenge in this industry because it increases recruitment and training costs, disrupts service continuity, reduces workforce productivity, and weakens organizational stability. Turnover is commonly preceded by turnover intention, which refers to an employee's conscious tendency or willingness to leave the organization voluntarily. In retail settings, turnover intention is not merely an individual career decision but also a critical organizational issue because employee replacement may directly affect service quality, customer satisfaction, and operational consistency. Previous empirical evidence has shown that various work-related factors contribute to employees' turnover intention, with job stress emerging as one of the most frequently examined psychological predictors in retail employment (Belzara & Waluyo, 2024).



In industrial and organizational psychology, job stress is generally understood as a psychological response that arises when employees perceive job demands as exceeding their coping capacity. Prolonged exposure to job stress may result in emotional exhaustion, burnout, reduced job satisfaction, lower organizational commitment, and impaired psychological well-being. These outcomes may encourage employees to psychologically withdraw from their organization and consider alternative employment. Retail employees are especially vulnerable to such stress because they are often required to achieve sales targets, manage rotating schedules, perform repetitive service tasks, and maintain positive emotional displays when dealing with customers. The demand to perform emotional labor becomes more problematic when employees are exposed to abusive customer behavior, role pressure, or unstable employment conditions. Justus and Subha (2022) found that emotional labor among customer-facing retail employees contributes to emotional exhaustion and turnover intention, while Amirahfatin and Syah (2022) showed that abusive customer behavior intensifies job stress and increases employees' intention to leave.

The relationship between job stress and turnover intention can be explained through several theoretical perspectives. The Job Demands–Resources (JD–R) Theory argues that excessive job demands, when not balanced by adequate job resources, may generate psychological strain and lead to withdrawal behavior (Bakker & de Vries, 2021). In the retail context, high workload, sales pressure, emotional labor, customer incivility, and job insecurity function as job demands that may deplete employees' physical and psychological resources. Conservation of Resources (COR) Theory further explains that employees attempt to protect valuable resources such as emotional energy, security, and well-being; when these resources are continuously threatened by job stress, employees may view leaving the organization as a strategy to prevent further resource loss (Ghani et al., 2022). Meanwhile, the Theory of Planned Behavior helps explain how negative attitudes toward the work environment and perceived availability of alternative employment opportunities may strengthen employees' intention to resign. Together, these theories provide a comprehensive framework for understanding why job stress may consistently predict turnover intention among retail employees.

Although the relationship between job stress and turnover intention has been widely examined, existing empirical studies remain fragmented in terms of research context, occupational setting, variables, and theoretical emphasis. Some studies focus directly on retail employees, such as food retail workers, department store employees, and modern retail employees, while others examine broader occupational groups or non-retail sectors. For instance, Kılıç and Şener (2022) examined food retail employees in Türkiye, Belzara and Waluyo (2024) analyzed retail store employees in Indonesia, and Sianturi et al. (2025) investigated employees of PT Matahari Department Store Tbk in Medan. Other studies, however, involve public-sector employees, software professionals, or multi-sector workers, making the accumulated evidence less specific to the retail industry. Furthermore, previous studies differ in their treatment of mediating and moderating variables, such as burnout, job satisfaction, organizational commitment, job security, work–life balance, and leadership. This fragmentation indicates the need for a focused synthesis that does not merely summarize individual findings but interprets how job stress operates across different retail work conditions and organizational contexts.

The period 2022–2026 was selected because it represents a recent phase in which retail work has undergone significant changes following digital transformation, post-pandemic labor adjustments, rising service expectations, and growing scholarly attention to employee psychological well-being. Studies published during this period increasingly discuss job stress not only as a direct predictor of turnover intention but also as a mechanism linking workload, emotional labor, customer behavior, job insecurity, burnout, leadership, and work–life balance with employees' intention to leave. The reviewed manuscript also shows that articles published between 2022 and 2026 reflect a growing academic concern, with the highest number of reviewed studies appearing in 2025, followed by 2022 and 2026. Therefore, limiting the review to this period enables the study to capture current empirical developments and provide a more up-to-date synthesis of job stress and turnover intention in the contemporary retail employment context.

Based on the above gap, this study aims to examine and synthesize empirical evidence regarding the relationship between job stress and turnover intention among retail employees using a systematic narrative literature review approach. The novelty of this study lies in its specific focus on retail employees, its integration of recent empirical studies published between 2022 and 2026, and its interpretive synthesis of risk factors and protective factors associated with turnover intention. Unlike individual empirical studies that examine specific organizations or isolated variables, this review maps recurring patterns across studies, including workload, emotional labor, abusive customer behavior, job insecurity, burnout, job satisfaction, organizational commitment, supportive leadership, job security,

and work–life balance. By using a systematic narrative approach, this study contributes theoretically to industrial and organizational psychology by clarifying the psychological mechanisms linking job stress to turnover intention, while also offering practical insights for retail organizations in designing more effective stress management, employee well-being, and retention strategies.

2. RESEARCH METHOD

This study employed a library research design using a systematic narrative literature review approach to examine, analyze, and synthesize previous empirical studies investigating the relationship between job stress (including work stress and occupational stress) and turnover intention among retail employees. A systematic narrative review was considered appropriate because it enables a comprehensive integration of findings from diverse empirical studies while providing an in-depth understanding of the phenomenon under investigation. The review process was conducted in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines to ensure that the literature search, selection, and reporting procedures were transparent, systematic, and reproducible (Page et al., 2021).

The data sources consisted of peer-reviewed journal articles retrieved from four major academic databases: Google Scholar, ScienceDirect, SpringerLink, and Emerald Insight. The literature search was performed using combinations of the following keywords: job stress, work stress, occupational stress, turnover intention, employee turnover, retail employee, and retail industry. To ensure the relevance and quality of the reviewed literature, studies were included if they met the following criteria: (1) published between 2022 and 2026; (2) available in full-text format; (3) empirically examined the relationship between job stress and turnover intention; and (4) published in indexed scholarly journals. Conversely, duplicate records, conceptual papers, review articles, conference abstracts, and studies that did not align with the research objectives were excluded from the review. The unit of analysis comprised empirical journal articles selected through purposive sampling based on their relevance to the research topic and compliance with the predefined inclusion criteria.

The literature selection process followed the four sequential stages recommended by the PRISMA 2020 framework: identification, screening, eligibility, and inclusion. Studies that satisfied all eligibility criteria were subsequently analyzed using descriptive analysis, thematic analysis, and narrative synthesis. Descriptive analysis was employed to summarize the characteristics of the selected studies, including publication year, research design, sample characteristics, and research context. Thematic analysis was conducted to identify recurring themes across the literature, including job stress, workload, burnout, emotional labor, job insecurity, and turnover intention. Finally, narrative synthesis was used to integrate and interpret the findings by identifying patterns, similarities, and inconsistencies across studies, thereby providing a comprehensive understanding of the psychological factors influencing turnover intention among retail employees.

3. RESULT AND ANALYSIS

No.	Authors	Research Title	Year	Research Design, Population, and Sample	Main Findings
1	Belzara & Waluyo	Pengaruh Workload, Work Stress, dan Work Environment terhadap Turnover Intention (Studi Kasus pada Karyawan Toko Ritel)	2024	Quantitative survey. Population: retail store employees. Sample: retail employees who met the study criteria.	Job stress had a positive and significant effect on turnover intention. Workload also increased turnover intention.
2	Justus & Subha	<i>Customer-Facing Retail Employees: Emotional Labor and Turnover Intention</i>	2022	Quantitative study. Population: customer-facing retail employees. Sample: retail employees who directly interacted with customers.	Emotional labor increased emotional exhaustion and contributed to turnover intention.

No.	Authors	Research Title	Year	Research Design, Population, and Sample	Main Findings
3	Amirahfatin & Syah	<i>Abusive Customer Behaviour and Turnover Intention among Retail Employees</i>	2022	Quantitative study. Population: modern retail employees. Sample: retail employees with direct customer interaction.	Abusive customer behavior increased job stress and turnover intention.
4	Sarjanawiyata, Septyarini, & Kusuma	<i>The Influence of Work Environment, Job Satisfaction and Work Stress on Turnover Intention</i>	2025	Quantitative study. Population: modern retail employees. Sample: modern retail employees.	Job stress positively influenced turnover intention, whereas job satisfaction had a negative effect.
5	Surya & Nurdiana	<i>The Effect of Job Insecurity and Job Stress on Turnover Intention Among Retail Store Employees at Pusat Grosir Cirebon</i>	2026	Quantitative study. Population: retail employees at Pusat Grosir Cirebon. Sample: retail employees who participated in the study.	Job stress and job insecurity significantly increased turnover intention.
6	Ahmad Saufi et al.	<i>Turnover Intention and Its Antecedents: The Mediating Role of Work-Life Balance and the Moderating Role of Job Opportunity</i>	2023	Quantitative study. Population: employees from various sectors in Malaysia. Sample: employees from multiple occupational sectors.	Work-life balance reduced turnover intention, whereas job opportunities strengthened employees' intention to leave.
7	Jung, Kim, & Kim	<i>The Effect of Unstable Job on Employee's Turnover Intention: The Importance of Coaching Leadership</i>	2023	Quantitative study. Population: employees in public-sector organizations. Sample: public-sector employees.	Job insecurity increased turnover intention, whereas coaching leadership mitigated its negative impact.
8	Kılıç & Şener	<i>The Effect of Perceived Working Conditions on Burnout and Turnover Intention: A Research on Food Retail Employees</i>	2022	Quantitative survey. Population: employees in food retail companies. Sample: 196 food retail employees in Ankara, Türkiye.	Physically demanding working conditions increased burnout and turnover intention. Poor working conditions were positively associated with employees' intention to leave.
9	Ghani, Memon, Han, Ariza-Montes, & Arjona-Fuentes	<i>Work Stress, Technological Changes, and Job Insecurity in the Retail Organization Context</i>	2022	Quantitative survey. Population: retail industry employees. Sample: 262 retail employees from FMCG companies and shopping centers.	Job stress increased job insecurity and reduced job satisfaction, thereby contributing to higher turnover intention.
10	Anggraeni & Mahadewi	<i>The Influence of Affective Commitment, Job Satisfaction and Job Stress on Turnover Intention with Job Security as a Moderating Variable in Retail Employees</i>	2026	Quantitative study. Population: retail employees. Sample: retail employees who met the study criteria.	Job stress increased turnover intention, whereas job security weakened this relationship.
11	Khoirunnisa	<i>The Effect of Workload and Job Stress on Turnover Intention of Employees</i>	2025	Quantitative study. Population: employees in private companies. Sample: employees in private companies.	Workload increased job stress, which subsequently increased turnover intention.

No.	Authors	Research Title	Year	Research Design, Population, and Sample	Main Findings
12	Kuutila et al.	<i>Staying or Leaving? How Job Satisfaction, Embeddedness and Antecedents Predict Turnover Intentions of Software Professionals</i>	2025	Quantitative study. Population: software professionals. Sample: software professionals in Finland.	Job satisfaction and job embeddedness reduced turnover intention.
13	Putri, Nuradina, & Bernadus	<i>Relationship Between Workload and Job Stress on Employee Turnover Intention at CV XYZ</i>	2026	Quantitative study. Population: employees of a retail company. Sample: employees of CV XYZ.	Workload increased job stress and was positively associated with turnover intention.
14	Sianturi et al.	<i>Turnover Intention in Relation to Job Stress and Workload Among Male and Female Employees at PT. Matahari Department Store Tbk, Medan</i>	2025	Quantitative study. Population: employees of PT Matahari Department Store Tbk, Medan. Sample: male and female employees.	Job stress and workload were positively associated with turnover intention among both male and female employees.
15	Sukalumba & Ramli	<i>The Effect of Transformational Leadership on Turnover Intention: The Mediating Role of Work Stress and Organizational Commitment in the Retail Industry</i>	2025	Quantitative study. Population: retail industry employees. Sample: retail employees.	Transformational leadership reduced turnover intention by decreasing job stress and strengthening organizational commitment.

Table 3.1. Summary of the Reviewed Literature

Based on the literature mapping, most studies employed a quantitative research design, primarily using survey methods to investigate the determinants of employees' turnover intention. The predominance of quantitative studies provides robust empirical evidence regarding the psychological and organizational factors associated with employees' intention to leave their organizations.

The retail sector emerged as the most frequently investigated research context. The nature of retail work characterized by intensive customer interaction, demanding performance targets, and continuous operational pressure makes employees particularly vulnerable to job stress and turnover intention. This pattern suggests that employee retention remains a major challenge within the retail industry and reflects the growing academic interest in identifying psychological factors that influence workforce sustainability.

Publication Year	Number of Articles	Percentage (%)
2022	4	26.7
2023	2	13.3
2024	1	6.7
2025	5	33.3
2026	3	20.0
Total	15	100.0

Table 3.2. Distribution of Reviewed Articles by Year of Publication

The reviewed articles were published between 2022 and 2026, with publication trends indicating increasing scholarly attention to job stress and turnover intention. The largest number of studies was published in 2025 (five articles; 33.3%), followed by 2022 (four articles; 26.7%), 2026 (three articles; 20.0%), 2023 (two articles; 13.3%), and 2024 (one article; 6.7%). This increasing publication trend reflects the growing recognition of employee psychological well-being and workforce retention as critical issues in human resource management and industrial and organizational psychology.

Country	Number of Articles
Indonesia	10
Malaysia	1
South Korea	1
Türkiye	1
Pakistan	1
Finland	1
Total	15

Table 3.3. Distribution of Reviewed Articles by Country of Study

Most of the reviewed studies were conducted in Indonesia (10 studies; 66.7%), followed by Malaysia, South Korea, Turkey, Pakistan, and Finland, each represented by one study. The predominance of Indonesian research highlights the relevance of turnover intention as an important workforce issue within the country's retail sector. At the same time, evidence from other countries enriches the understanding of job stress and turnover intention across diverse cultural and organizational contexts, suggesting that job stress is a universal phenomenon despite variations in its antecedents and manifestations.

Participant Characteristics	Number of Articles
Retail employees	11
Customer-facing employees	1
Software professionals	1
Employees from various sectors	2
Total	15

Table 3.4. Characteristics of Research Participants in the Reviewed Studies

The majority of studies focused on retail employees (11 studies), while others involved customer-facing employees, software professionals, and employees from multiple industrial sectors. This distribution reinforces the notion that retail employees experience distinctive occupational challenges, including high customer service demands, sales performance pressure, and intensive interpersonal interactions, all of which contribute to elevated psychological strain. Studies conducted in other occupational settings also provide valuable comparative insights into the mechanisms linking job stress and turnover intention across different work environments.

Relationship Between Job Stress and Turnover Intention

The synthesis of the reviewed literature demonstrates a remarkably consistent finding: job stress is positively associated with turnover intention. In other words, higher levels of perceived job stress correspond to a greater likelihood that employees will consider leaving their organizations. Nearly all empirical studies that directly examined this relationship identified job stress as one of the strongest predictors of turnover intention.

This finding aligns with established theories in occupational psychology, which propose that prolonged exposure to excessive job demands gradually depletes employees' psychological resources. Without adequate organizational support, employees become increasingly susceptible to emotional exhaustion, declining work motivation, and eventual withdrawal from their organizations.

Within the retail context, Belzara and Waluyo (2024) and Sarjanawiyata et al. (2025) found that job stress significantly increased employees' turnover intention. Work pressure arising from demanding sales targets, operational responsibilities, and dynamic working environments contributed to higher levels of fatigue and job dissatisfaction. Similarly, Surya and Nurdiana (2026) demonstrated that the combined effects of job stress and job insecurity further intensified employees' intentions to leave their organizations.

Conversely, Anggraeni and Mahadewi (2026) reported that job security weakened the positive relationship between job stress and turnover intention, suggesting that employees who perceive greater

employment stability are more likely to remain with their organizations despite experiencing substantial work-related stress.

Additional evidence from Putri et al. (2026), Sianturi et al. (2025), and Sukalumba and Ramli (2025) further supports these findings. Beyond its direct effect, job stress was also found to mediate the influence of various organizational factors on turnover intention. For example, Sukalumba and Ramli (2025) demonstrated that job stress mediates the relationship between transformational leadership and turnover intention. Collectively, these findings emphasize that effective job stress management represents a crucial strategy for improving employee retention within the retail sector.

Psychological Factors Associated with Job Stress and Turnover Intention

The literature synthesis identified several psychological and organizational factors that contribute to job stress and turnover intention.

The most consistently reported antecedent was workload. Studies by Belzara and Waluyo (2024), Khoirunnisa (2025), Putri et al. (2026), and Sianturi et al. (2025) consistently demonstrated that excessive workload increases job stress, which subsequently elevates turnover intention. Excessive work demands often result in both physical and psychological fatigue, leading employees to seek alternative employment that offers a healthier and more manageable working environment.

In addition to workload, emotional labor and abusive customer behavior emerged as significant stressors among retail employees. Justus and Subha (2022) reported that the continuous requirement to display positive emotions while interacting with customers contributes to emotional exhaustion, thereby increasing turnover intention. Likewise, Amirahfatin and Syah (2022) found that negative customer interactions substantially increase job stress while simultaneously reducing employees' psychological well-being.

Other influential factors include job insecurity and burnout. Studies by Surya and Nurdiana (2026) and Jung et al. (2023) revealed that job insecurity increases psychological stress and encourages employees to seek alternative employment opportunities. Burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, was consistently identified as a consequence of prolonged job stress that further strengthens employees' intention to leave the organization.

Overall, the reviewed literature consistently indicates that workload, emotional labor, abusive customer behavior, job insecurity, and burnout represent the primary psychological risk factors contributing to turnover intention among retail employees.

Protective Factors Against Turnover Intention

In addition to identifying risk factors, the reviewed studies also highlighted several protective factors that mitigate turnover intention by enhancing employees' psychological resilience and organizational attachment.

Among these, job satisfaction and organizational commitment were the most consistently reported protective factors. Sarjanawiyata et al. (2025) and Kuutla et al. (2025) demonstrated that higher levels of job satisfaction significantly reduce employees' intention to leave their organizations. Similarly, Sukalumba and Ramli (2025) found that strong organizational commitment encourages employees to remain with their organizations despite experiencing considerable job-related stress.

Supportive leadership, job security, and work-life balance also emerged as critical protective mechanisms. Jung et al. (2023) reported that coaching leadership effectively mitigates the adverse effects of job insecurity on turnover intention, while Sukalumba and Ramli (2025) found that transformational leadership reduces job stress while simultaneously strengthening organizational commitment.

Furthermore, Anggraeni and Mahadewi (2026) showed that job security weakens the influence of job stress on turnover intention. Likewise, Ahmad Saufi et al. (2023) demonstrated that work-life balance plays a crucial role in maintaining employees' psychological well-being and reducing their intention to leave the organization.

Taken together, these findings suggest that strengthening employees' psychological resources and organizational support systems constitutes an effective strategy for improving employee retention in the retail industry.

Discussion

The synthesis of the reviewed studies indicates that job stress is consistently associated with higher turnover intention among employees, particularly in retail work contexts. This pattern can be interpreted through the Job Demands–Resources (JD-R) Theory, which explains that psychological strain emerges when job demands exceed the resources available to employees (Bakker & de Vries, 2021). In the retail sector, job demands are reflected in excessive workload, sales pressure, long or rotating working hours, customer-facing responsibilities, and the need to maintain emotional control during service interactions. Studies by Belzara and Waluyo (2024), Kılıç and Şener (2022), Sianturi et al. (2025), and Surya and Nurdiana (2026) show that these demands increase job stress and strengthen employees' intention to leave. However, the relationship should not be interpreted merely as a simple causal chain. Rather, job stress operates as a psychological mechanism through which unfavorable work conditions are translated into withdrawal intention. Employees do not necessarily decide to leave only because work is demanding, but because persistent demands without sufficient organizational support gradually reduce motivation, emotional energy, and attachment to the organization.

A comparison across countries suggests that the relationship between job stress and turnover intention appears in diverse organizational and cultural contexts, although the reviewed evidence is not evenly distributed. Most studies were conducted in Indonesia, while only a small number came from Malaysia, South Korea, Türkiye, Pakistan, and Finland. This distribution indicates that the issue of job stress and turnover intention is especially salient in Indonesian retail research, but it also limits the generalizability of the synthesis. Indonesian studies tend to emphasize workload, job satisfaction, work environment, job security, and organizational commitment as key variables influencing turnover intention. In contrast, studies from other countries provide additional perspectives, such as coaching leadership in South Korea, work–life balance in Malaysia, perceived working conditions and burnout in Türkiye, and technological change with job insecurity in Pakistan (Ahmad Saufi et al., 2023; Ghani et al., 2022; Jung et al., 2023; Kılıç & Şener, 2022). This variation shows that job stress is a common psychological phenomenon, but its sources and consequences are shaped by labor conditions, managerial practices, employment security, and broader organizational culture in each country.

The reviewed studies also differ in terms of retail job type and sample characteristics. Studies involving customer-facing retail employees highlight emotional labor and abusive customer behavior as important stressors because employees are required to display positive emotions even when facing unpleasant customer interactions (Amirahfatin & Syah, 2022; Justus & Subha, 2022). In food retail and department store settings, physically demanding work, service pressure, performance targets, and workload appear more strongly as predictors of burnout and turnover intention (Kılıç & Şener, 2022; Sianturi et al., 2025). Meanwhile, studies involving broader employee groups or non-retail samples, such as software professionals and multi-sector employees, emphasize job satisfaction, embeddedness, work–life balance, and job opportunities as factors influencing employees' decision to stay or leave (Ahmad Saufi et al., 2023; Kuutla et al., 2025). These differences suggest that turnover intention among retail employees cannot be understood through a single explanatory factor. In frontline retail work, stress is often interactional and emotional, while in other work settings it may be more strongly associated with career mobility, job embeddedness, or perceived external opportunities.

From the perspective of Conservation of Resources (COR) Theory, job stress increases turnover intention because it threatens and depletes employees' valuable psychological resources, such as energy, emotional stability, self-efficacy, job security, and work–life balance (Ghani et al., 2022). When employees experience excessive workload, emotional exhaustion, job insecurity, or burnout, they may perceive resignation as a strategy to prevent further resource loss. However, the synthesis also shows that turnover intention can be reduced when employees possess or receive protective resources. Job satisfaction, organizational commitment, supportive leadership, job security, coaching leadership, transformational leadership, and work–life balance function as buffers that weaken the negative impact of job stress (Anggraeni & Mahadewi, 2026; Jung et al., 2023; Sarjanawiyata et al., 2025; Sukalumba & Ramli, 2025). This finding means that stress management in retail organizations should not focus only on reducing workload but also on strengthening employees' psychological and organizational resources. Employees may remain in stressful jobs when they perceive fairness, support, stability, career meaning, and emotional recognition from their organization.

Methodologically, most reviewed studies used quantitative and cross-sectional survey designs, which provide useful evidence regarding associations between job stress and turnover intention but remain limited in explaining causal mechanisms. Differences in measurement instruments, sample size, operational definitions, and analytical techniques may also influence the strength and interpretation of

findings across studies. Therefore, the conclusion that job stress predicts turnover intention should be stated carefully because the reviewed studies mostly demonstrate correlation rather than definitive causation. The Theory of Planned Behavior (TPB) provides a useful interpretive lens here: turnover intention develops when employees evaluate their work environment negatively, perceive leaving as a reasonable or socially acceptable option, and believe that alternative employment opportunities are available. Thus, job stress does not automatically produce resignation intention; it interacts with attitudes toward work, perceived control, labor market opportunities, and organizational support. Future research should employ longitudinal designs, meta-analytic approaches, and more standardized measurement tools to test causal pathways and compare the roles of mediating and moderating variables such as burnout, psychological capital, perceived organizational support, job embeddedness, and employee well-being.

4. CONCLUSION

This Based on the systematic literature review of 15 empirical studies published between 2022 and 2026, it can be concluded that job stress exhibits a consistently positive relationship with turnover intention among retail employees. In other words, the higher the level of job stress experienced by employees, the greater their likelihood of considering leaving their organization. These findings indicate that job stress is one of the most influential psychological determinants of employees' decisions to remain with or leave an organization. Within the retail industry, job stress primarily arises from excessive workload, demanding sales targets, customer service pressure, and the dynamic nature of the work environment, which requires employees to continuously adapt to changing operational demands. Notably, this relationship was consistently observed across multiple empirical studies conducted in diverse organizational settings, reinforcing the role of job stress as a key predictor of turnover intention.

The review further demonstrates that workload, emotional labor, burnout, and job insecurity are the psychological factors most frequently associated with elevated job stress and increased turnover intention. Conversely, supportive leadership, organizational commitment, job satisfaction, job security, and work-life balance consistently emerged as protective factors that mitigate the adverse effects of job stress. These findings suggest that reducing turnover intention requires not only minimizing workplace stressors but also strengthening employees' psychological resources and organizational support systems to enhance their overall well-being. Accordingly, retail organizations should implement evidence-based interventions grounded in occupational psychology, including stress management programs, psychological well-being initiatives, emotional regulation training, leadership development, and organizational support enhancement. Such strategies are expected not only to improve employee retention but also to strengthen organizational commitment, enhance workforce sustainability, and ultimately support long-term organizational performance and competitiveness.

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