Impact of Quality of Work Life's Dimensions on Turnover Intention: A Systematic Literature Review

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Abstract. The purpose of this paper is to review the empirical literature on the relationship between quality of work life (QWL) and turnover intention, by providing current evidence of the QWL variables that may affect employees' turnover intention, since recent research has developed new and contemporary variables. We adopt a systematic literature review of papers published between 2007 and 2020 dealing with this issue, based on the guidelines presented by Kitchenham et al. (2009). After reviewing 30 papers from recent literature, this paper identifies four major factors and lists 42 variables of the QWL that may induce a turnover intention. The results show that employees are more affected by organizational and work-related factors than psychological and environmental factors. Also, we find that the variables that most affect employee turnover intention are "Work / life balance" and "Developmental Opportunities". We provide essential recommendations and guidelines for future research by drawing up an updated framework of the relationship between QWL and turnover intention.

Keywords: Quality of work life, turnover intention, systematic literature review.

1. Introduction

Due to the global economic development and changing habits of the contemporary society, remuneration and social benefits are no longer the only variables that shape the quality of work life. Beyond survival needs, employees are more motivated and satisfied with the many other variables that form quality of work life, for instance: a balance between work and family life, work opportunities, a harmonious organizational climate, it is suggested that organizations offering a better quality of work life will have less turnover and systematically less turnover intention (Almalki et al., 2012; Astrianti et al., 2020). This leads to wonder about the issue of quality of work life's variables that may affect the choice of employees to stay or leave their organizations that has been the object of several studies for many years in order to define a framework that provides employee fulfillment and also to prevent turnover whose effects are not only limited to economic costs but also to indirect ones (stress and pressure on remaining staff and leakage of qualified skills) (Dess and Shaw, 2001). Therefore, turnover is an undesirable event in the management process of the organization, which is why several researchers have focused on the variables that can induce turnover in order to remedy it.

The gravity of effects of this phenomenon on an organization can vary across industries. In this sense, Ghapanchi and Arum (2011) indicate that turnover in the information technology (IT) sector constitutes a crucial importance given that IT employees have advanced skills, as well as the expanding need for IT staff due to exponential growth of computer applications in organizations (Hecker, 2005). Similarly, Chegini et al. (2019) find that the turnover of nurses is the most critical because nurses are at the front line of the healthcare system (Kemppainen et al., 2013). Not having a sufficient number of suitably qualified nurses poses a significant challenge to the quality of care (Antwi and Bowblis, 2018) and has implications for hospital finance (Everhart et al., 2013; Duffield et al., 2014).

The objective of this paper is therefore to explore studies dealing with the relationship between quality of work life and turnover intention by carrying out a systematic literature review on this subject in order to identify the variables of quality of work life having an impact on the turnover intention. By updating work in this field, and through the development of a framework identifying all the variables of the quality of work life affecting the turnover intention, this research is of ultimate interest, of on the one hand, to managers in charge of human resources policies, and on the other hand, to researchers interested in determining the current state of research with regard to the variables of the quality of work life affecting turnover intention.

The current study identifies 42 variables of quality of work life impacting turnover intention, resulting from the results of studies dealing with this relationship, divided into four factors: Organizational factors, job-Related factors, environmental factors and psychological factors. Our research results show that organizational

factors are the most frequently cited followed by job-related factors.

Regarding variables, work life balance (occurrence: 16) and developmental opportunities (occurrence: 13) are the variables that most affect employee turnover intention.

The remainder of the paper is organized as follows. The second section discusses the research design used to for our review. The results and corresponding discussion are presented in the third section. The fourth section is dedicated to the areas of the future research in this field, limits and possibilities for refinement and extension.

2. Research Method

To identify papers dealing with the quality of work life variables affecting turnover intention, we adopt a systematic literature review (SLR) based on the guidelines presented by Kitchenham et al. (2009). In contrast to an ad hoc literature review, an SLR is a methodologically rigorous review of research results that identify, evaluate and interpret the available empirical studies conducted on a topic, research question, or a phenomenon of interest (Kitchenham, 2004). The steps proposed by Kitchenham (2004) and Kitchenham et al. (2009) include three main stages: Planning the review, conducting the review and reporting on the review. We describe the steps of the methodology used to perform the systematic review conducted in this study.

2.1. Planning the Review

The relationship existing between quality of work life variables and turnover intention has been studied over a long period of time in numerous documents. This line of research has been largely based on the question of which variables of the quality of work life affecting the intention turnover of employees.

Up to now, no previous study has conducted a literature review to investigate this relationship. Several studies have generally focused on the variables of the quality of work life by associating it with several other variables. However, turnover intention has gained increasing importance in recent years due to the global economic recession, technological developments, and the importance of emotional factors. Based on this, and in light of recent evolution of the labor market, recent papers dealing with our main research must be analyzed and interpreted in order to define the theoretical model of the relationship between QWL and turnover intention.

Therefore, our review tends to find a response to our main research question that is: What are the variables of the quality of work life affecting turnover intention? To find out these variables, we review papers dealing with the relationship between QWL and turnover intention published between 2007 and 2020.

2.2. Conducting the Review

The search process was carried out between the beginning of June and the end of

August 2020 and was based on the search engine "Google Scholar" which allows displaying all papers published on all scientific databases.

Fig. 1 shows the study selection process adopted in this paper using Kitchenham's (2004) guidelines. The first stage involved using the following search query: "Quality of work life" or "QWL" and "Turnover intention" or "intention for turnover" or "intention to quit" or "intention to leave" or "Job leaving" or "intention to stay" or "intention to withdraw" or "employees' retention" or "workers' retention".

As a result of the first stage, 4,810 primary studies were identified. In the first iteration, the papers identified in the first stage were examined while in the second iteration the references contained in remaining papers in stage 3 were examined. Subsequently, stages 4 and 5 were undertaken twice.
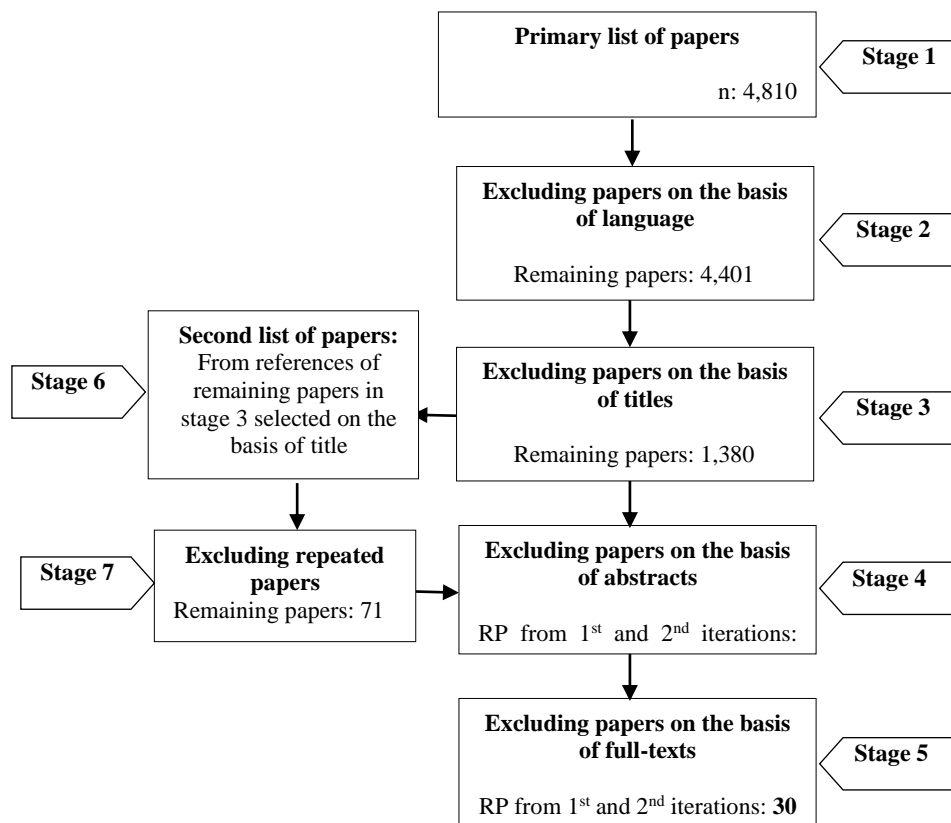

Fig. 1: Stages of the study selection process

In the first iteration, we started with 4,810 papers, and undertook stages 2 to 5. In stage 2, we excluded 409 studies using languages other than English (Remaining papers: 4,401). Stage 3 involved exclusion of 3,021papers on the basis of their titles (Remaining papers: 1,380). Stage 4 is devoted to the exclusion of papers on the

basis of their abstracts (Remaining papers: 551).

In some cases, we had to read the full text (step 5) to be able to exclude studies from which the data to be extracted were not clearly defined (Remaining papers: 21). As a result of these exclusions (steps 2 to 5), we arrived at 21 studies at the end of iteration 1.

In order to increase the comprehensiveness of our search, we went through all the references contained in the studies remaining in stage 3 (1,380 papers) and we selected the relevant studies on the basis of titles, and undertook steps 4 and 5 for all of them.

In the second iteration, we examined 427 references contained in 1,380 papers remaining in stage 3 selected on the basis of their title, and carried out stages 4 and 5 again. First of all, stage 7 resulted in the exclusion of 356 repeated papers that have already been processed and analyzed at the first iteration (Remaining papers: 71). Secondly, we excluded 45 papers based on their abstracts (Remaining papers: 26). Finally, 17 papers were excluded based on their full-text, resulting in 9 remaining papers. Overall, the systematic review resulted in the identification of 30 relevant papers (21 in iteration 1, and 9 in iteration 2). Table 1 provides the number of papers excluded in each iterational stage.

Table 1: Papers excluded and remained

Iteration	Primary papers	Stage of exclusion	N of papers excluded	N of papers remaining
1	*Stage 1 :*4,810	*Stage 2 : Language*	409	4,401
		*Stage 3 :*Title	3,021	1,380
		*Stage 4 :*Abstract	829	551
		*Stage 5 :*Full text	530	21
Number of papers remaining from the first iteration				**21**
2	*Stage 6 :*427	*Stage 7 :* Repeated papers	356	71
		*Stage 4 :*Abstract	45	26
		*Stage 5 :*Full text	17	9
Number of papers remaining from the second iteration				**9**
Final number of papers				**30**

2.3. Inclusion/exclusion Criteria

The criteria set out below have been used to determine papers to be included:

1) Recent work addressing the relationship between quality of work life and turnover intention.
2) Articles published in English language.
3) Works published in specialized journals.
4) Articles using determinants of quality of work life and their impacts on turnover intention.

On the other hand, we have excluded studies that do not include the inclusion

criteria mentioned.

2.4. Data extraction and Synthesis

The data extraction and synthesis step consisted of extracting the data to be used in the analysis step. Three types of data were extracted from remaining papers:

(1) Study reference: Authors, Year of publication and Journal;

(2) Sample: Type of industries and country;

(3) The result of the study: The QWL variables retained by the researchers as being predictors of high turnover intention.

The verification and analysis of the content of the selected articles followed a logic based on several iterations, depending on the need for our analysis. On average, each article was rechecked more than three times, in case of anomaly, the modification of our results is immediately taken into account and synthesized in our main table. The data for each item was extracted manually to classify the QWL variables according to their occurrence in each type of industry.

2.5. Data Analysis

Based on the terms and concepts provided by the extracted publications, a first list of 157 quality of work life's variables affecting turnover intention was identified.

Due to the variability of the terminology provided to the variables, some variables have been cited in more than one paper with different terminologies. At this stage, we have grouped them into a single variable. For example, to allude to the opportunities that the current function can provide, Celik and Oz (2011) used the variable "Developmental Opportunities", Almalki et al. (2012) used the variable "Growth opportunities", Yusoff et al. (2015) for his part named it "Opportunity for continued growth". So, we have merged these variables into a single "Developmental Opportunities" variable.

Then, by examining the meaning and explanation of these variables, we have merged some of them. For example, according to Fernandes et al. (2017), constitutionalism includes fairness and equality before the law, so we had to group it together with the variable respect for the law. This approach reduced the list from 157 to 42 conceptually different variables, grouped into four blocks: Organizational Factors and environmental factors based on the article by Mosadeghrad et al. (2011); Psychological factors and job-Related factors inspired by Ghapanchi and Aurum (2011).

3. Results

This paper has investigated the variables of QWL that may impact turnover intention through a literature review of recent publications in this subject.

The results of our study allowed us to draw up a theoretical model (Figure 2) describing the relationship between the variables of the quality of work life and turnover intention. After identifying 42 different variables from different studies

carried out on all types of industry, we have classified them into four main categories, namely: Organizational Factors; Job-Related Factors; Environmental Factors and Psychological Factors.

It should be noted that the majority of studies dealing with this subject have been carried out in the health sector, up to 60%. This observation is explained by the fact that the health sector is the most affected by turnover around the world.

Table 2 summarizes the main results of papers dealing with the relationship between QWL and turnover intention. The variables used differ from one study to another because of the type of industry taken into account.
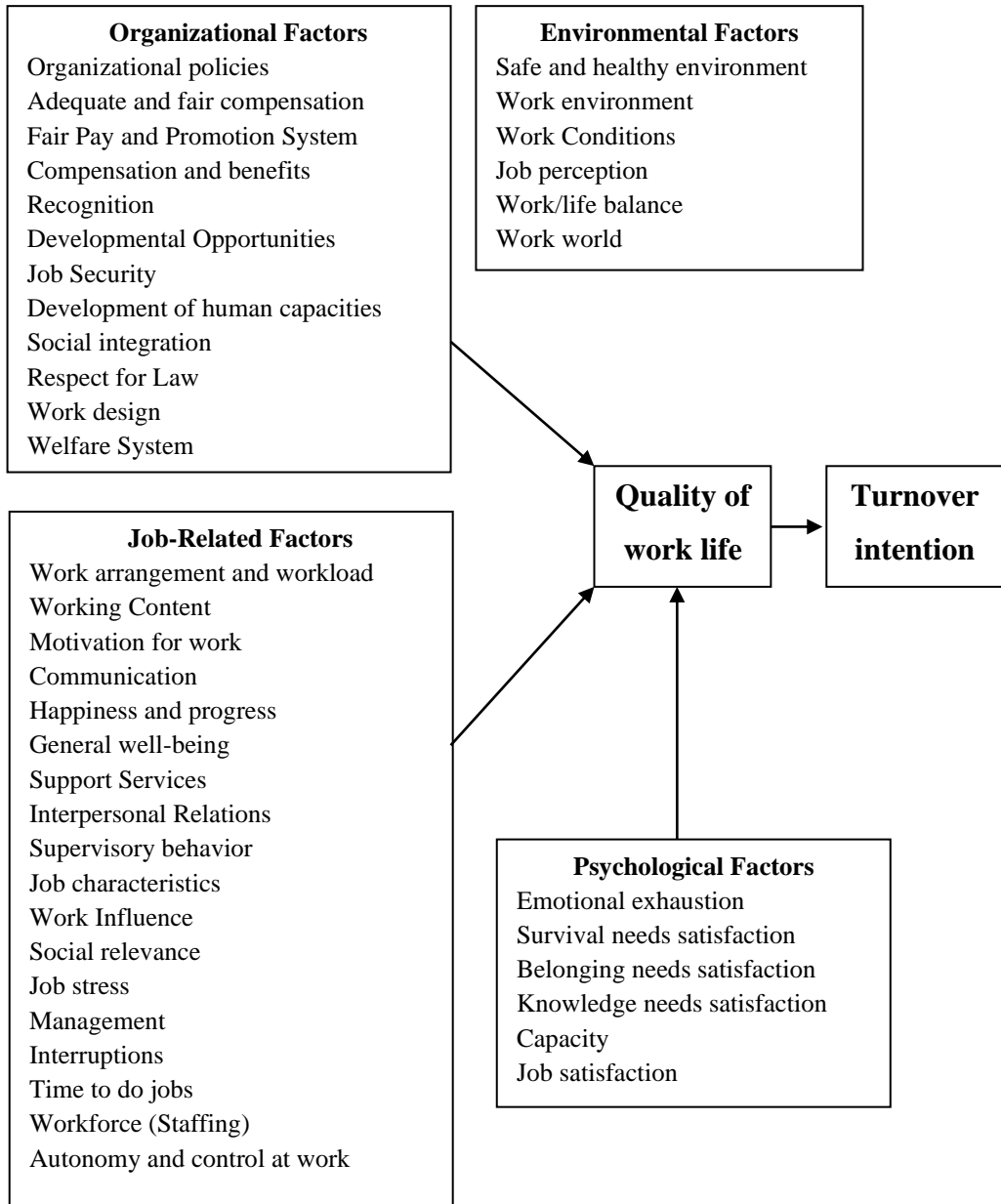
Organizational Factors
Organizational policies
Adequate and fair compensation
Fair Pay and Promotion System
Compensation and benefits
Recognition
Developmental Opportunities
Job Security
Development of human capacities
Social integration
Respect for Law
Work design
Welfare System

Environmental Factors
Safe and healthy environment
Work environment
Work Conditions
Job perception
Work/life balance
Work world

Job-Related Factors
Work arrangement and workload
Working Content
Motivation for work
Communication
Happiness and progress
General well-being
Support Services
Interpersonal Relations
Supervisory behavior
Job characteristics
Work Influence
Social relevance
Job stress
Management
Interruptions
Time to do jobs
Workforce (Staffing)
Autonomy and control at work

Quality of work life → **Turnover intention**

Psychological Factors
Emotional exhaustion
Survival needs satisfaction
Belonging needs satisfaction
Knowledge needs satisfaction
Capacity
Job satisfaction

Fig. 2: QWL and Turnover intention framework

Table 2: Studies on the relationship between quality of work life and turnover intention

Reference	Journal	Types of industries	Country	Variables retained
Huang et al. (**2007**)	SBP	Auditors from accounting	Taiwan	Work/life balance; Job characteristics; Supervisory behavior; Compensation and benefits.

		firms		
Korunka et al. **(2008)**	HFE MSI	Information Technology employees	U.S and Austria	Job satisfaction; Emotional exhaustion.
Mosadeghrad et al. **(2011)**	HSMR	Health-care employees	Iran	Motivation for work; Organizational policies; Job stress; Communication; Job security.
Celik and Oz **(2011)**	PSBS	Call Centers	Turkey	Recognition; Developmental Opportunities; Supportive Leadership; Fair Pay and Promotion System.
Almalki et al. **(2012)**	BMC – HSR	Primary health care nurses	Saudi Arabia	*Work Context Dimension:* Management; Co-workers; Growth opportunities; Work environment. *Work Design Dimension:* Job satisfaction; Workload; Autonomy; Non-nursing tasks; Interruptions; Time to do jobs; Workforce (Staffing); Patient care.
Surienty et al. **(2013)**	SIR	Accounting professionals	Malaysia	Supervisory behavior; Job characteristics; Work life balance.
Zhao et al. **(2013)**	JCN	Nurses in government owned hospitals	China	Job and career satisfaction; Control at work; General well-being; Home–work interface; Stress at work ; Working conditions
Kamel **(2013)**	LSJ	Faculty members	Saudi Arabia	Adequate and fair compensation; Safe and healthy environment; Development of human capacities; Growth and security; Social integration; Constitutionalism; The total life space; Social relevance.
Mosadeghrad **(2013)**	IJHPM	Hospital employees	Iran	Motivation for work; Organizational policies; Job stress; Communication; Job security.
Lee et al. **(2013)**	JNS	Nurses in hospitals	Taiwan	Supportive milieu with job security and professional recognition; Work arrangement and workload; Work or home life balance; Nursing staffing and patient care.
Chen et al. **(2014)**	IJOI	Nurses in hospitals	Taiwan	Working Content; Working Environment; Growth and Achievement; Interpersonal Relations; Welfare System; Work and Family Relations.
Yusoff et al. **(2015)**	PPM	Manufacturing firms	Malaysia	Adequate and fair compensation; Opportunity for continued growth; Security; Social relevance of work life;

				Social integration in the work organization; Work and total life space.
Lee et al. **(2015)**	JNM	Nurses in hospitals	Taiwan	Work arrangement and workload; Nursing staffing and patient care; Work–home life balance.
Mohamed and Ragab **(2016)**	ASNJ	Nurses in hospitals	Egypt	Work Environment; Relations with managers; Work Conditions; Job perception; Support Services.
Dechawat anapaisal **(2017)**	IJM	Healthcare professionals	Thailand	Career opportunities; Work life balance; Job characteristics.
Rostiana **(2017)**	IJEM	Service companies	Indonesi a	Adequate and fair compensation; Safe and healthy working conditions; Immediate opportunity to use and develop human capacities; Opportunity for career growth; Social integration in the work organization; Constitutionalism in the work organization; Work-life balance; Social relevance of work life; Job characteristics.
Faraji et al. **(2017)**	NPT	Nurses from teaching hospitals	Iran	Adequate and fair payment; Safe and hygienic working environment; Development of human capabilities; Steady growth and security opportunities; Social integration; Unquestioning obedience to the law; Overall atmosphere of work life; Social dependence of work life.
Lee et al. **(2017)**	JNS	Nurses in hospitals	Taiwan	Milieu of Respect and Autonomy.
Hardjanti et al. **(2017)**	NPHJ	Nurses and midwives in the hospital.	Indonesi a	Management-leadership-values; Work pressures; Autonomy-fulfilment; Salary; Pride in organization; Happiness and progress.
Yunus et al. **(2017)**	IJARBSS	Primary Healthcare Services	Malaysi a	Work life/home life.
Parveen et al. **(2017)**	IJQR	Nurses and other health care professionals	Saudi Arabia	Work design; Work context; Work world; Home/work life.
Rahman	JSS	Private	Banglade	Supervisory Dimension; Maintenance

et al. **(2017)**	H	Commercial Banks	sh	Dimension; Flexibility Dimension; Security Dimension; Compensation Dimension.
Jabeen et al. **(2018)**	JO CM	Public sector organizatio ns	UAE	Capacity; Opportunities; Remuneration; Respect for Law; Social Integration; Social Relevance; Work Conditions; Work Influence.
Kang et al. **(2018)**	IJC HM	Hotel employees	US	Survival needs satisfaction; Belonging needs satisfaction; Knowledge needs satisfaction.
Alsadat Nasabi and Bastani **(2018)**	CEJ NM	Nurses in educational hospitals	Iran	Fair adequate compensation; Safe healthy workplace; Development and use of human efficiencies; Opportunity for constant growth and security; Social cohesion and unity; Constitutionalism in workplace; Total life span; Social dependency.
Kaddoura h et al. **(2018)**	BM C - N	Nurses in hospitals	Saudi Arabia	Work life/home life; Work Design Dimension; Work Context Dimension; Work the world.
Chegini et al. **(2019)**	NC C	Critical care units	Iran	Communication, Motivation for work, Job security; Job pride.
Alzamel et al. **(2020)**	JEP HA	Nurses from a teaching hospital	Malaysi a	Work design; Work context; Work world; Home/work life.
Astrianti et al. **(2020)**	JSS H	Account officers in micro- finance company	Indonesi a	Adequate and fair compensations; Safe and healthy working condition; Opportunity to use and develop human capacities; Opportunity to growth and security; Social integration in work organization; Constitutionalism in the work organization; Work and total life space; Social relevance of work life.
Firstaria and Anggiani **(2020)**	IJS S	Architecture consultants	Indonesi a	Incentive and Remuneration; Working Conditions; Capacity; Opportunities; Social Integration; Respect for Law; Work Influence; Social Relevance.

Notes *: BMC - BMC health services research; SIR -Social indicators research; SBP - Social Behavior and Personality: an international; JCN - Journal of clinical nursing ; JOCM - Journal of Organizational Change Management; BMC-N - BMC nursing; HSMR - Health Services Management Research; HFEMSI - Human Factors and Ergonomics in Manufacturing & Service Industries; IJM - International Journal of Manpower; IJHPM - International journal of health policy and management; IJEM - International Journal of*

Economics & Management; PPM - Problems and perspectives in management; PSBS - Procedia-Social and Behavioral Sciences; JNS - Journal of Nursing Scholarship; JEPHA - Journal of the Egyptian Public Health Association; CEJNM - Central European Journal of Nursing and Midwifery; IJCHM - International Journal of Contemporary Hospitality Management; JNM - Journal of nursing management; CUJBA - The Chittagong University Journal of Business Administration; IJOI - International Journal of Organizational Innovation; NPT - Nursing Practice Today; IJARBSS - International Journal of Academic Research in Business and Social Sciences; LSJ - Life Science Journal; NPHJ - Kesmas: National Public Health Journal; IJQR - International Journal for Quality Research; ASNJ - Assiut Scientific Nursing Journal; JSSH - Journal of Social Sciences & Humanities; NCC - Nursing in critical care. IJSS - International Journal of Social Sciences.

3.1. Organizational Factors

Organizational factors indicate how individuals perceive their organization (Mitchell et al., 2001). This category includes the following variables: Adequate and fair compensation; Compensation and benefits; Fair Pay and Promotion System; Organizational policies; Recognition; Developmental Opportunities; Job Security; Development of human capacities; Social integration; Respect for Law; Work design and Welfare System.

The following table shows examples of conclusions for each variable from the studies extracted. As shown in Figure 3, of the 12 organizational variables that influence the turnover intention, "Developmental Opportunities" is the variable most cited by researchers, followed by the "Social integration" variables and "Respect for Law".
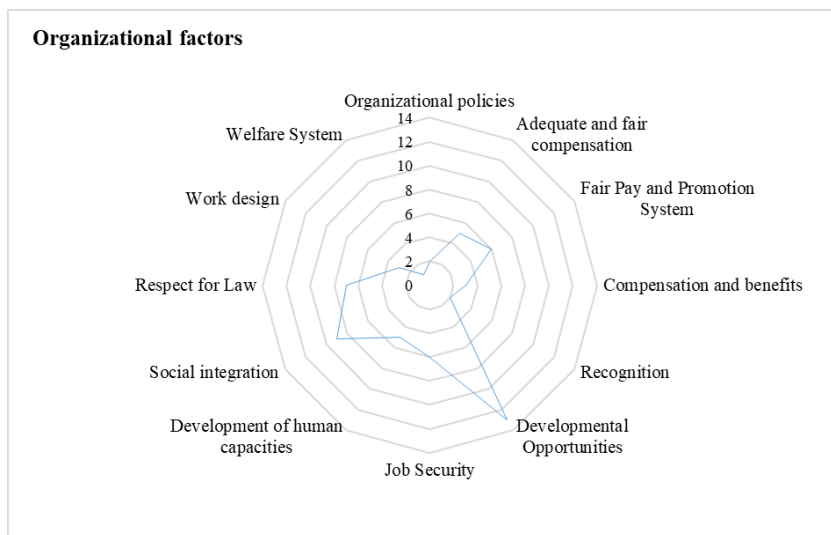

Fig. 3: Occurrence of organizational factors

Table 3: Evidence of organizational factors from literature

Variables	Reference	Evidence from literature
Fair Pay and Promotion System	Celik and Oz (2011)	"Instead of a moderating effect, and fair pay have direct effects on turnover intentions."
Recognition	Celik and Oz (2011)	"Perceptions of those dimensions (Recognition …) were found to be contributing to developing turnover intentions in a reverse manner."
Developmental Opportunities	Celik and Oz. (2011)	"Instead of a moderating effect, Developmental Opportunities…have direct effects on turnover intentions."
Job Security	Mosadeghrad (2013)	"Regression analysis of data indicated that predictors of intent to leave were …and lack of job security."
Organizational policies	Mosadeghrad (2013)	"Regression analysis of data indicated that predictors of intent to leave were …, organizational policies, …"
Development of human capacities	Kamel (2013)	"A thirty-five item questionnaire, derived and adapted from an earlier (QWL) study by (Walton, 1975) was used to represent the eight dimensions of the quality of work life. These dimensions are …, Development of human capacities, … The regression of turnover intention on quality of work life, ignoring the mediator, was significant."
Welfare System	Chen et al. (2014)	"Quality of work life variables include: … and Welfare System." "… The path analysis showed a significant effect of quality of work life on turnover intension."
Adequate and fair compensation	Yusoff et al. (2015)	"In other word, adequate and fair compensation, … were found negatively related to turnover intention"
Social integration	Yusoff et al. (2015)	"In other word… and social integration in the work organization were found negatively related to turnover intention."
Compensation and benefits	Rahman et al. (2017)	"All the dimensions (… and Compensation Dimension) of the quality of work life significant for employees' intention to stay."
Respect for Law	Jabeen et al. (2018)	"Quality of work life was estimated through eight dimensions proposed by Walton (1975). The results indicate that quality of work life …, has a positive impact on reducing their turnover intention."
Work design	Alzamel et al. (2020)	"The findings explained that work design…..have an impact on turnover intention."

3.2. Environmental Factors

Environmental factors are internal (work environment) and / or external (work / life balance) factors which have a direct or indirect effect on the quality of working life of staff. Six factors were taken from this category, the most frequently cited in the literature being the work / life balance which includes a good hierarchy between "work" (career and ambition) and "lifestyle".
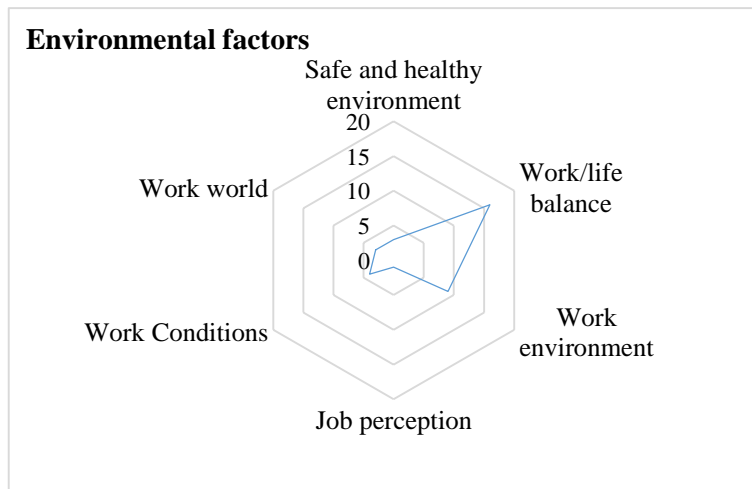

Fig. 4: Occurrence of environmental factors

Table 4: Evidence of environmental factors from literature.

Variables	Reference	Evidence from literature
Work/life balance	Huang et al. (2007)	"Perception of work/life balance has the most power in reducing an auditor's turnover intention."
Safe and healthy environment	Kamel (2013)	"A thirty-five item questionnaire, derived and adapted from an earlier (QWL) study by (Walton, 1975) were used to represent the eight dimensions of the quality of work life. These dimensions are …, Safe and healthy environment, … The regression of turnover intention on quality of work life, ignoring the mediator, was significant."
Work environment	Mohamed and Ragab (2016)	"The questionnaire consists of 35 items and it has five factors (Work Environment, Job perception, Work conditions…). There was a positive correlation with a highly statistically significant difference between the quality of work life and intent to turnover."
Work Conditions		
Job perception		
Work world	Alzamel et al. (2020)	"The findings explained that …, work world and …. have an impact on turnover intention."

3.3. Job-related Factors

Job-related factors include factors that are directly related to the job. The literature has studied several variables in this direction, for example: working content, autonomy, job stress, etc. The factors related to the job most frequently studied in the literature are: Interpersonal Relations and social relevance.
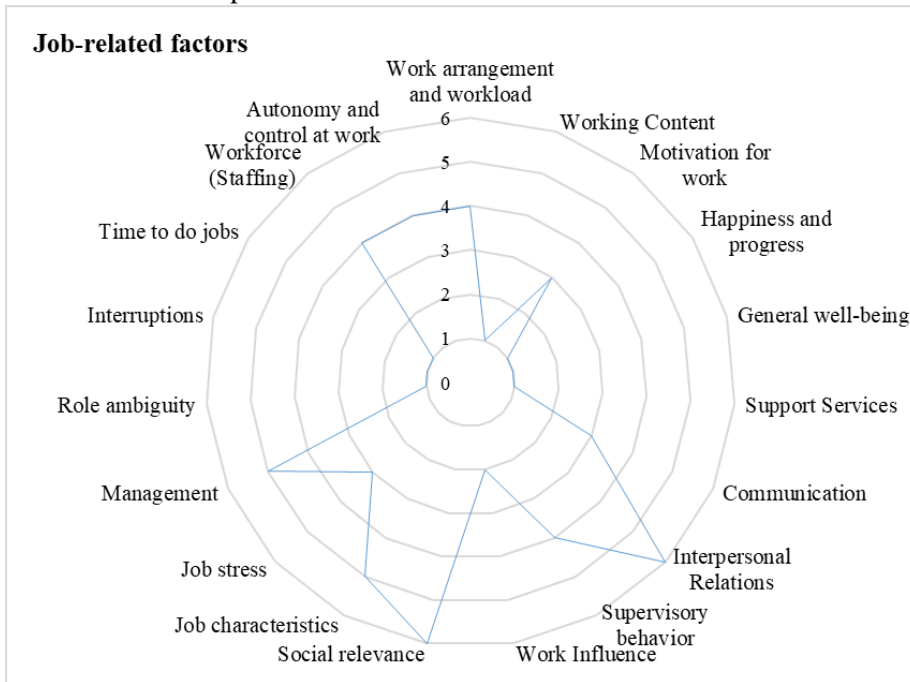

Fig. 5: Occurrence of job-related factors.

Table 5: Evidence of job-related factors from literature.

Variables	Reference	Evidence from literature
Management Interruptions Time to do jobs Workforce (Staffing) Autonomy and control at work	Almalki et al. (2012)	"Quality of work life variables include: Work life/Home life dimension (…), Work design dimension (Interruptions, Time to do jobs, Workforce (Staffing), Autonomy and control at work,…), Work context dimension (Management,…) and Work world dimension (…) "Turnover intention was significantly related to QWL."
General well-being	Zhao et al. (2013)	"The questionnaire covered six facets, that is… general well-being …" "QWL and turnover intention are negatively correlated."
Job stress	Mosadeghrad et al. (2013)	"Regression analysis of data indicated that predictors of intent to leave were …, job stress, …"

Supervisory behavior Job characteristics	Surienty et al. (2013)	"The results indicate that supervisory behavior; job characteristics …all have a significant negative relationship with turnover intention."
Interpersonal Relations	Chen et al. (2014)	"Quality of work life variables include: … and interpersonal Relations." "… The path analysis showed a significant effect of quality of work life on turnover intension."
Working Content	Chen et al. (2014)	"Quality of work life variables include: … and working content." "… The path analysis showed a significant effect of quality of work life on turnover intension."
Social relevance	Yusoff et al. (2015)	"In other word …security and social relevance of work life … were found negatively related to turnover intention."
Work arrangement and workload	Lee et al. (2015)	"Four of the QWL dimensions - …, work arrangement and workload …- were also predictors of nurses' intention to leave their organization."
Support Services	Mohamed and Ragab (2016)	"The questionnaire consists of 35 items and it has five factors (…, Support Services)." "There was a positive correlation with a highly statistically significant difference between the quality of work life and intent to turnover."
Happiness and progress	Hardjanti et al. (2017)	"Quality of work life variables include: … and happiness and progress." "Hypothesis testing results indicate that quality of work life affected negatively and significantly on nurses' turnover intention."
Work Influence	Jabeen et al. (2018)	"Quality of work life was estimated through eight dimensions proposed by Walton (1975). The results indicate that quality of work life …, has a positive impact on reducing their turnover intention."
Motivation for work Communication	Chegini et al. (2019)	"The greatest predictors of turnover intention amongst nurses were …, communication, motivation for work, …"

3.4. Psychological Factors

Based on the results of the studies analyzed, psychological factors include six variables which are listed in the following table. Job satisfaction is considered the most determining variable among psychological factor.
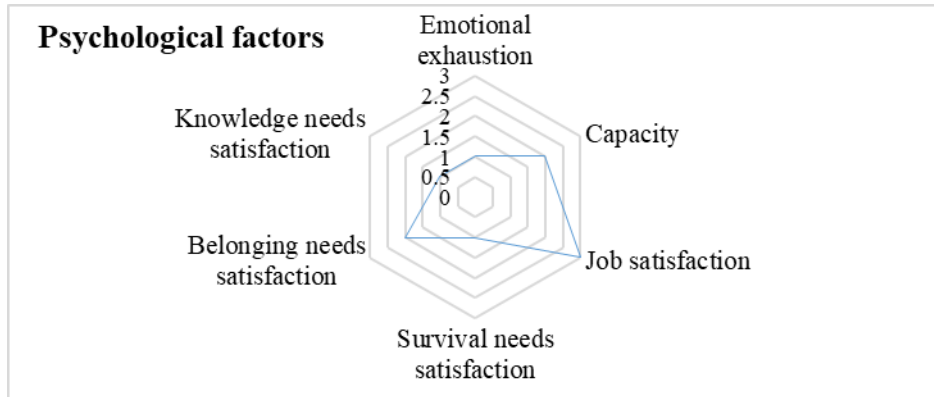
Fig. 6: Occurrence of psychological factors

Table 4: Evidence of psychological factors from literature

Variables	Reference	Evidence from literature
Emotional exhaustion	Korunka et al. (2008)	"The strongest relations are between … and emotional exhaustion and turnover intention."
Job satisfaction	Almalki et al. (2012)	"Quality of work life variables include: Work life/Home life dimension (…), Work design dimension (job satisfaction…), Work context dimension (…) and Work world dimension (…) "Turnover intention was significantly related to QWL."
Survival needs satisfaction	Kang et al. (2018)	"The nine modified items (Nguyen and Nguyen, 2012) from the original measure of QWL by Sirgy et al. (2001) represented three subscales. They are survival needs satisfaction, belonging needs satisfaction and knowledge needs satisfaction." "Employees' QWL was a crucial factor in reducing turnover intention."
Belonging needs satisfaction		
Knowledge needs satisfaction		
Capacity	Jabeen et al. (2018)	"Quality of work life was estimated through eight dimensions proposed by Walton (1975). The results indicate that quality of work life …, has a positive impact on reducing their turnover intention."

4. Discussion

By reviewing 30 papers chosen according to very precise criteria, this document identifies four different areas and lists 42 variables of the quality of work life that may induce a turnover intention from recent literature, namely, articles published after year 2006. The results of our study show that the majority of studies dealing with this subject have been carried out in the health sector, up to 60%. This observation is explained by the fact that the healthcare sector is the most affected by turnover in the world. Also, we can conclude that employees are more affected by

organizational factors followed by work-related factors than by psychological and environmental factors. This observation is deduced from the number of occurrences of organizational variables and those related to work in the papers studied as determining the intention of employee's turnover. Organizational and job-related factors have direct impacts on the implications for employees, because these factors could lead to a psychological state that is not tolerable.

The current study provides essential recommendations and guidelines for future research by creating a new model of the relationship between quality of work life and turnover intention. The model proposed in this document is a good starting point for a researcher interested in verifying this model on a practical level. From a managerial point of view, the results of our study can help human resource (HR) managers in their recruitment decisions and employee retention initiatives by paying much more attention through well-crafted HR policies, in particular on the variables considered to be the most influential on the decision of employees to leave or stay in an organization.

5. Conclusion

This paper reviewed the literature on the relationship between quality of work life (QWL) and turnover intention. There is ample empirical evidence showing a significant relationship between QWL variables and turnover intention. In theory, several organizational, environmental and psychological variables, etc..., can affect the satisfaction and motivation of staff by leading them to have an intention to leave the company. In other words, the human resources policy strongly depends on the expectations of the staff and the general working climate.

6. Acknowledgements

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