A Bibliometric Analysis of Intention to Leave in The Manufacturing Industries

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Article Info

ABSTRACT

Intention to leave is a serious challenge faced by companies, especially in the manufacturing sector which demands high efficiency and sustained productivity. High levels of employee exit intentions can have a direct impact on operational stability, increased recruitment costs, and disruption of work team performance. This study aims to analyze the factors that influence employee quit intentions in the manufacturing industry. By using a qualitative approach, this research is expected to provide a deeper understanding of the dynamics, experiences and underlying causes behind the intention to leave. The findings of this study are expected to serve as a basis for consideration for human resource managers and practitioners in formulating effective retention policies and creating a work environment that supports workforce sustainability in the manufacturing sector.

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1. INTRODUCTION

In the context of growing globalization, the tendency of employees to resign is a major challenge for organizations at various levels. This issue is a major concern in human resource management because it can have a significant impact on organizational stability. The desire of employees to quit often leads to high costs, including in terms of termination of employment, filling vacant positions, recruitment, selection, and training of new personnel. Not only that, employee departures can also affect the workload and productivity of the team that remains in the organization. Satisfied employees are expected to be more loyal to their organization and have a lower level of desire to leave their jobs [1].

This research discusses the manufacturing industry as it plays a vital role in supporting the national economy, as it contributes greatly to sustainable economic growth through job creation, increased added value, and exports. However, this sector is also very vulnerable to various dynamics, both from internal factors such as operational efficiency and labor availability, as well as external factors such as government policies, global market conditions, and technological changes. Due to its dynamic characteristics, the performance of the manufacturing industry tends to follow an up-and-down pattern in the economic cycle, and in some cases can even be an early indicator for employees to quit their jobs.

2. METHODS

This study uses bibliometric analysis methods to evaluate and gain a thorough understanding of the research landscape in the field of intention to leave, particularly in the context of the manufacturing industry. Bibliometric analysis is a quantitative approach used to browse and analyze bibliographic data from scholarly articles or journals. This method is used to identify research trends, the most influential references, mapping scientific topics, as well as grouping articles relevant to the theme of job satisfaction and intention to quit. The results of this analysis are expected to provide in-depth insights practitioners, for researchers, and policy makers in developing effective strategies to improve job satisfaction to reduce employee turnover rates in the manufacturing sector.

2.1 Data Collection

This research utilized primary data sources from online databases that were selected based on the breadth of coverage of the academic literature and ease of access. The search process was conducted systematically using the keywords "intention to leave" and "manufacturing industries" to find scholarly publications relevant to the topic. The time span, from 2015 to 2023, was chosen to allow tracing of historical developments in the field while limiting the amount of data to keep it manageable. Although this period limits the scope of time, the approach provides opportunities for more focused analysis and sharper interpretation of the results. Future researchers are advised to expand the time span to gain a more comprehensive insight.

2.2 Bibliometric Indicators

Recently, bibliometric approaches have become increasingly popular due to advances in software, cross-disciplinary methods, and big data analysis capabilities [2]. This study aims to fill the gap in research on government innovation in various publications, such as journals, books, and conference papers. Data on job satisfaction on intention to quit in the manufacturing industry were retrieved from Scopus with the help of Publish or Perish and Mendeley, then analyzed using Microsoft Excel and Vosviewer.

2.3 Data Visuazation

Various forms of visualization, such as trend graphs, ranking charts, and thematic networks, are used to comprehensively illustrate bibliometric indicators. These visual approaches not only facilitate the interpretation of complex data patterns, but also enable the identification of potential research gaps for future exploration. In addition, bibliometric visualization plays a role in revealing relationships between concepts, tracing the development of topics over time, and mapping the contributions of the most influential authors, institutions, and countries in the study of intention to leave in the manufacturing sector. Thus, the results of this visualization can serve as a strong basis for formulating further research agendas.

2.4 Interpretation and implications

Trend analysis of academic publications on intention to leave in the manufacturing industry shows an increase in research interest in certain periods. These findings help identify themes that have been extensively studied as well as areas that still require further research. Recognizing such research gaps is crucial for determining the direction of future studies. In addition, a review of key publication platforms revealed the most effective distribution channels for disseminating research results related to quitting intentions. Analysis of the geographical distribution of publications revealed patterns of international collaboration and identified countries that are active in research contributions as well as regions that require more attention. On the other hand, thematic analysis helped highlight the main issues of focus in the field, opening up opportunities for cross disciplinary collaboration and exploration of new topics. Overall, the findings provide a comprehensive overview development on of attrition research in the manufacturing sector and provide a basis for encouraging further study development in the future.

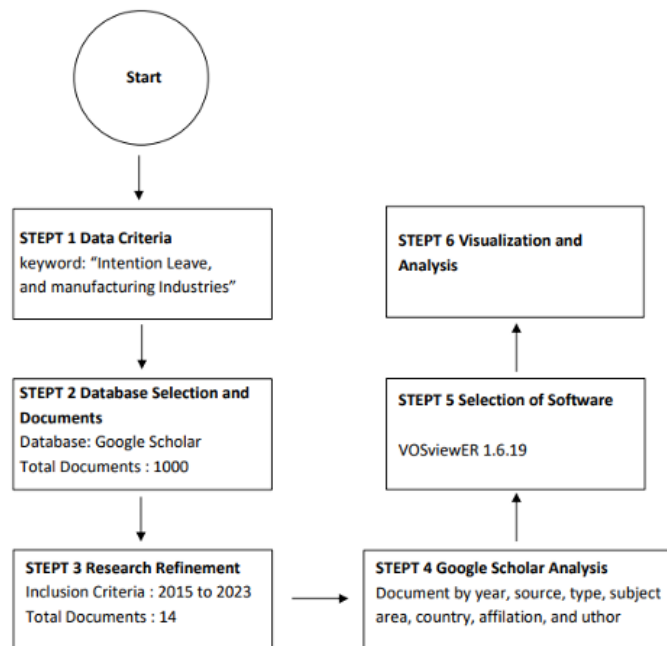### 2.5 Stages on Bibliometric Analysis

Fig 1. Stage of bibliometric analysis

3. RESULTS AND DISCUSSION

3.1 Publication Trend Analysis

Google Scholar database records 14 documents on the topic of "Intention to Leave in the Manufacturing Industry" published between 2015 and 2025. This number reflects the increasing academic attention and interest in the issue of intention to leave in the manufacturing sector over time. The increase indicates that the topic is considered increasingly relevant, especially in the face of modern employment challenges such as high turnover, work pressure, and changing work environments. Table 1 summarizes the publications in the last five years, including the research objectives, study locations, methodological approaches, as well as the main findings of each study. This summary provides a comprehensive overview of the trends, focus and analytical approaches used by researchers. In addition, the information in this table can help identify open research gaps, dominant themes that frequently emerge, and geographical contexts that are most highlighted in studies related to Intention to Leave in the manufacturing sector.

Table 1. The past five years' publications on "Intention to Leave & Manufacturing Industries"

No	Author (s)	Research Objectives	Location	Methodology	Findings
1.	Mattie Wilson [3]	Explore strategies used by managers in the automotive manufacturing industry to reduce voluntary turnover	Three automotive manufacturing plants in the US state of Alabama.	This research used qualitative methods with a multi-case study design. Data were collected through semi-structured interviews with four automotive plant managers in	The research found that effective communication, competitive pay and rewards can reduce turnover in the automotive manufacturing industry. These strategies increase

		among employees.		Alabama and public document analysis, and analyzed using Yin's five-step data analysis process.	employee engagement, reduce turnover, and have a positive impact on company revenue and the well-being of the surrounding community.
2.	Dayo Idowu Akintayo Adetoun Ramat Balogun [4]	Assess the level of adoption of integrated talent management strategies in the manufacturing industry in Southwest Nigeria. Analyze the effect of talent management strategies (such as HR planning, recruitment, employee development, retention, safety, and performance appraisal) on intention to leave in the manufacturing sector. Identify the relative contribution of each strategy to employee turnover intention.	Manufacturing industry in three states in Southwest Nigeria: Lagos, Ogun, and Oyo. The study was conducted on six major companies, such as BUA Group, WAMCO Nigeria PLC, Lafarge Africa PLC, Rite Food Ltd, Nigerian Eagle Flour Mills Ltd, and Premium Edible Oils Products Ltd.	This study used a descriptive survey design with a sample of 952 employees selected through stratified random sampling techniques from a population of 3,172 workers. The instruments used in this study consisted of two questionnaires, namely Integrated Talent Management Strategies Questionnaire (ITMSQ) and Employees' Turnover Intentions Questionnaire (ETIQ). For data analysis, descriptive and regression statistics were used with the help of SPSS 23.0.	Adoption of talent management strategies in the manufacturing industry is very high, with more than 95% of companies implementing them. Most employees (91%) have low exit intentions, while 9% show high intentions to quit. Strategies such as recruitment, selection, performance appraisal, and HR planning significantly reduce exit intentions. Regressions showed that the combination of talent management strategies explained 87.3% of the variance in exit intentions, with recruitment and selection as the most influential factors, followed by performance appraisal, employee development, and occupational health and safety management.
3.	Sukirno, Indarto Waluyo, Farlianto Farlianto,	Find empirical evidence on the effect of job crafting, proactive	The research was conducted in	The study was conducted in Indonesia, involving employees of	The results show that job crafting and proactive personality have a positive effect on work engagement,

					but have no significant effect on intention to stay in the manufacturing industry. This means that although employees actively customize their work and have a proactive personality, it is not enough to reduce their desire to leave the company. External factors such as job security are thought to play a greater role in influencing intention to leave.
	Bambang Suprayitno, Sununta Siengthai, Sujinda Popaitoon, Razana Juhaida Johari. [5]	personality, and work engagement on intention to stay in service and industrial companies (including the manufacturing industry) in Indonesia, especially in the post-Covid-19 pandemic era.	Indonesia, involving employees of service and industrial companies from various regions, including Java and outside Java.	service and industrial companies from various regions, including Java and outside Java.The study used a quantitative approach with a cross-sectional design, with 251 respondents, including from the manufacturing industry in Indonesia. Data were collected through an online questionnaire using a 7-point Likert scale to measure job crafting, proactive personality, work engagement, and intention to stay. Analysis was conducted using path analysis to see the influence between variables.	
4.	Piyasiri, S. Weerasinghe, T. D. [6]	The purpose of this study is to analyze the factors that influence intention to leave among labor category employees in Katunayake Free Trade Zone (FTZ), Sri Lanka, which is mainly a manufacturing industry. This	The research was conducted in Katunayake Free Trade Zone (FTZ), Sri Lanka, an industrial park consisting of many manufactur	This study used a quantitative approach with a survey strategy and cross sectional design. A sample of 194 workers was selected using simple random sampling technique based on Morgan table. Data were collected through a standard-based	This study found that employees' intention to leave in the manufacturing industry of Katunayake Free Trade Zone is influenced by several key factors. Job satisfaction and organizational commitment were shown to decrease intention to leave, while job performance and

|		study also aims to examine the moderating role of gender in the relationship between these factors and turnover intention.	ing companies.	questionnaire measuring turnover intention, job satisfaction, job performance, organizational commitment, and job burnout. Data were analyzed using multiple regression analysis and moderator analysis (with Hayes Process Macro v3.5 in SPSS 26).	burnout increased the desire to resign. This means that employees who feel dissatisfied, less attached to the company, have high performance, or experience burnout, are more likely to plan to leave their jobs. In addition, gender factors did not strengthen or weaken the relationship.
5.	Ruba Saadat Kamil Yasin. Dr. Emad Walad-Ali. [7]	This study aims to assess the effect of talent management on intention to leave in the IT sector in Palestine, as well as examine the mediating role of job security in the relationship.	The study was conducted in the IT industry in Pakistan.	This study used a quantitative approach with a cross-sectional design. Data was collected through an online questionnaire distributed via email, LinkedIn, and professional Facebook groups. With a sample size of 173 respondents out of 800 population. The sampling technique used was Convenience sampling. Data analysis used SPSS 26 and AMOS for regression analysis, correlation, path analysis, and validity/reliability testing.	This study shows that talent management reduces employee intention to leave in the Palestinian IT sector, with job security as a mediator that strengthens the relationship. Practices such as training, performance appraisal, and compensation are effective in reducing exit intentions, while recruitment has no significant effect.
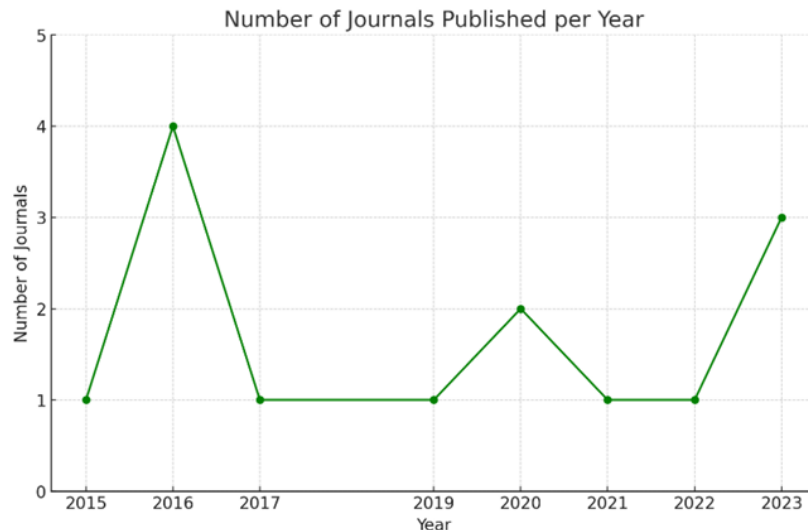
Figure 2. Publication trend by year.

Figure 2 illustrates the publication trend of documents related to the topic "Intention to Leave in the Manufacturing Industry" over a period of time. Analysis of the figure shows a varied pattern in the frequency of publications. The topic first began to be addressed in 2015, with one journal publication. In 2016, there was a spike with four publications, reflecting increased attention to the issue. Thereafter, there was a decline in 2017 and 2019, with only one journal each recorded.

A rebound occurred in 2020 with two publications, indicating a renewed interest in the issue of employee turnover in the manufacturing industry. However, this number decreased again to one journal in 2021 and 2022. In 2023, there was a significant spike with three publications, indicating a renewed academic interest in the topic.

These publication trends suggest fluctuations in academic interest, with irregular periods of research activity. This pattern may reflect changing dynamics within the manufacturing sector or external factors such as economic conditions and labor market changes. The increase in the number of publications in recent years suggests that intention to leave in the manufacturing industry remains an important and relevant concern in contemporary research.

3.2 Interconnected research themes

Figure 3 illustrates the main affiliations of researchers contributing to the study of "Intention to Leave in the Manufacturing Industry." Universitas Negeri Yogyakarta dominates the research contributions, highlighting its pivotal role in advancing studies related to turnover in the industrial sector. The Asian Institute of Technology (AIT) in Thailand ranks second, demonstrating significant international involvement in this area. Additionally, Universiti Utara Malaysia (UUM) has also contributed to enriching the global perspective on research related to intention to leave in the manufacturing industry.
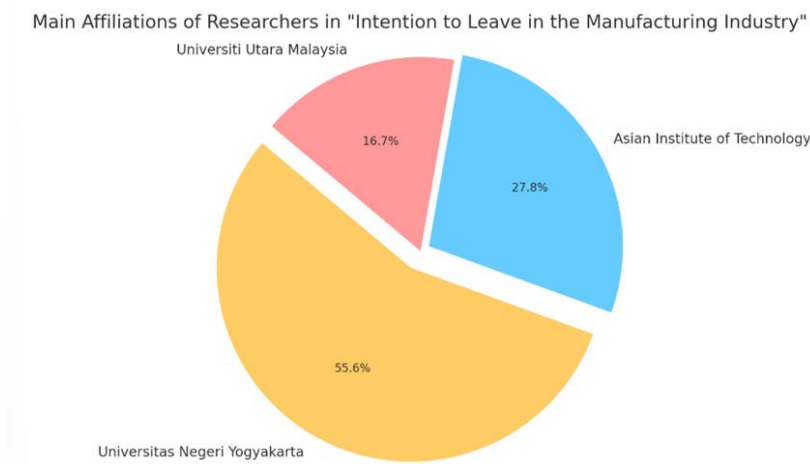
Main Affiliations of Researchers in "Intention to Leave in the Manufacturing Industry"

Figure 3. Pulications by affiliation

3.3 Global landscape of research publications

Figure 4 shows the main authors active in research on intention to leave in the manufacturing industry.

Researchers such as Meddour H, Rosli MABM, Majid AHA, Sun K, Amarathunge BB, Kai SUN, Sofi'i A, Jatmiko RD, and Mas'udin I have made considerable contributions in developing an understanding of the factors that drive employees to leave the sector. Meddour H and Rosli MABM are seen as contributors with the most number of publications, followed by Majid AHA and several other researchers with equally significant contributions.

The diverse geographical spread of these authors opens up great opportunities for international collaboration, sharing of best practices, and enriching perspectives in addressing turnover challenges in the manufacturing industry.

The research conducted by these experts provides an important basis for the development of more effective employee retention strategies in the future.
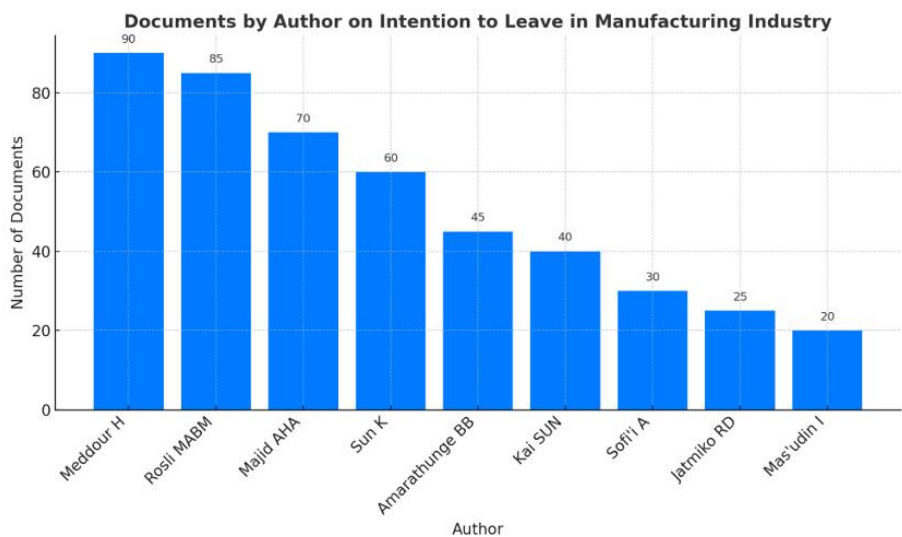
Figure 4. Publications by author

3.4 Interconnected research themes

Figure 5 presents a visualization map of research topics related to "intention to leave in manufacturing industries", using bibliometric analysis via VOSviewer. Several major topic clusters are interconnected, illustrating the various factors influencing employee turnover. At the center of the network, terms like employee turnover, development, and leadership are dominant, indicating that employee development and leadership are key focuses in understanding employees' intentions to leave. Human resource management practices are also highly connected, highlighting the crucial role of effective HR practices in reducing turnover within the manufacturing sector.

The green cluster shows an emphasis on internal company factors, such as manufacturing, job performance, job stress, work life, and quality, all of which contribute to job satisfaction or dissatisfaction that ultimately affects turnover intention. Stress and burnout are identified as major risk factors, illustrated by the blue cluster, linked to terms like work environment and occupational stress.

Additionally, the purple cluster highlights the importance of work engagement in reducing turnover, closely connected to human resource management and individual factors. This emphasizes that emotional attachment and individual commitment are key in retaining employees within manufacturing firms. Overall, the figure illustrates that intention to leave in manufacturing industries results from a complex interaction between organizational factors (such as leadership and HR practices), individual factors (such as motivation and job stress), and workplace conditions (such as work environment quality and work-life balance). Figure 6 depicts the density map of research topics on intention to leave in the manufacturing industry. Key themes such as employee turnover, development, leadership, and motivation are most prominent, highlighting their central role in turnover studies. Organizational factors (HRM practices, organizational culture), individual factors (motivation, stress), and workplace conditions (quality of work life, burnout) all significantly influence employees' decisions to leave manufacturing companies.
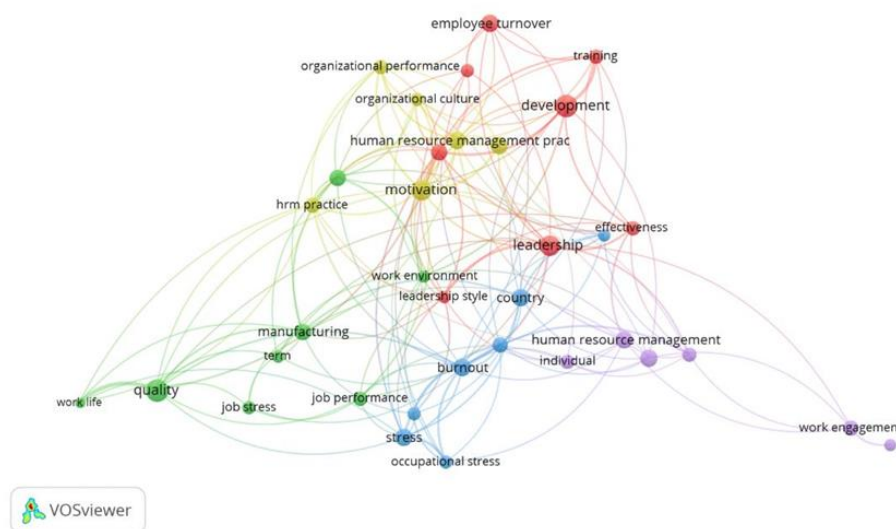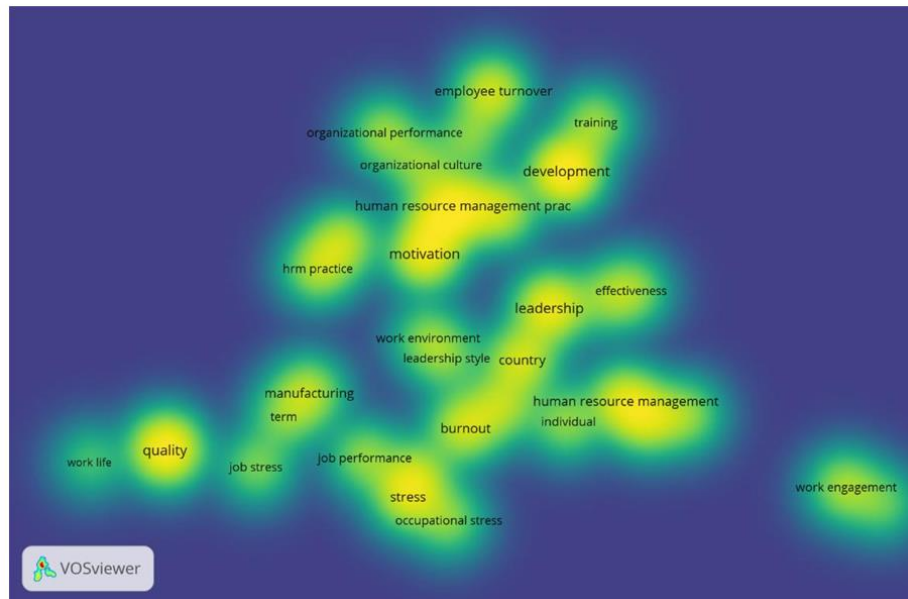

Figure 5. Network Visualization

Figure 6. Density Visualization

4. CONCLUSION

This study highlights that intention to leave remains a critical concern in the manufacturing industry, influenced by a combination of organizational, individual, and work environment factors. Bibliometric analysis from 2015 to 2023 shows fluctuating research interest, with a noticeable increase in recent years, indicating the growing impotance of this topic. Key research themes include employee turnover, leadership, development, motivation, human resource management practices, stress, and work engagement. Findings reveal that leadership quality, organizational support, employee development opportunities, and effective HR practices are essential to reducing employees' intention to leave. Meanwhile, factors such as high job stress, burnout, and poor work environment contribute significantly to turnover intention. The analysis also identifies Universitas Negeri Yogyakarta, Asian Institute of Technology (AIT), and Universiti Utara Malaysia (UUM) as leading institutions contributing to the academic discourse in this field.

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BIOGRAPHIES OF AUTHORS

Indra Muliawan ⓘ 🔎 sc Ⓟ Include your education from undergraduate to present, such as where, how many years, and where you took the course. In addition, you are asked for your area of expertise and your interest in conducting research. You can enter your ID using hyperlinks such as Orcid, Google Scholar, Scopus, and Publons. If you don't have that account, you can delete it. Can add email: indra.muliawan@student.upj.ac.id