

The Influence Of Role Ambiguity On The Turnover Intention (Study On Workers Aged 22-32 Years In Jakarta)

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Abstract

Role ambiguity is a common problem in the workplace and can affect workers attitudes toward their jobs. A situation where workers lack clarity regarding their duties, responsibilities, and organizational expectations can potentially increase their turnover intention, especially among young workers in the early stages of their career development. This study aims to analyze the effect of role ambiguity on turnover intention among workers aged 22–32 in Jakarta. The study used a quantitative approach with an explanatory research design. Data were collected through an online questionnaire distributed to 100 respondents using a purposive sampling technique. Data analysis was performed using simple linear regression with the help of IBM SPSS. The results showed that role ambiguity had a positive and significant effect on turnover intention. The regression coefficient value of 0.569 with a significance value of 0.000 indicates that the higher the level of role ambiguity perceived by workers, the higher their tendency to have turnover intention. Furthermore, the coefficient of determination (R^2) of 0.493 indicates that role ambiguity explains 49.3% of the variation in turnover intentions, with the remainder influenced by factors outside the research model. This finding demonstrates the importance of role clarity in supporting job satisfaction and reducing employee intentions to leave the organization.

Keywords: role ambiguity; turnover intention; young workers; simple linear regression; Jakarta

INTRODUCTION

Changes in work patterns in recent years have made work dynamics increasingly complex, especially for young workers aged 23–32 who are in the early stages of their career development. This age group is required to quickly adapt to changing workloads, increasing targets, and inconsistent work communication patterns. In such situations,

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many companies fail to provide clarity regarding employee duties and responsibilities. Role ambiguity occurs when workers are unsure of what to do, how to complete tasks, and what standards will be used to assess their performance. Örtqvist and Wincent (2021) explain that this situation can lead to confusion, insecurity, and increased psychological stress because workers work without clear direction.

This phenomenon has become increasingly prevalent since the pandemic, when many organizations adjusted work structures and standard operating procedures (SOPs), making communication less stable. A Gallup report (2023) showed that young workers were the group most likely to report role uncertainty due to changes in work practices and supervision. When tasks are not clearly defined, job stress increases and job satisfaction decreases. Findings by Islam et al. (2020) also indicate that role ambiguity can trigger stress, ultimately leading to turnover intention, the desire to leave a job and seek other opportunities. The high mobility of young workers is also evident in the LinkedIn Workforce Report (2024), which notes that early-career individuals are more likely to change jobs than previous generations, especially when they feel their role is unclear or the organization does not provide stable direction.

At this point, the main issue that emerges is that role ambiguity is a significant factor driving younger workers to consider resigning, as they are more sensitive to uncertainty and respond more quickly to emotional stress. If this situation is left unchecked, companies could potentially experience high employee turnover rates, impacting recruitment costs, training costs, and operational effectiveness.

Although research on turnover intention has been conducted in various sectors, most previous studies have focused on specific professions such as healthcare or education, thus failing to reflect the situation of young workers in urban areas like Jakarta, which face different work rhythms and pressures. Furthermore, many previous studies have included mediator and moderator variables such as job stress or job satisfaction, thus the direct relationship between role ambiguity and turnover intention in younger age groups has not been specifically addressed. This gap aligns with the findings of Cheng et al. (2022), who highlight the importance of understanding the influence of role ambiguity on the work behavior of the younger generation more specifically. This suggests the need for more focused research on the influence of role ambiguity on turnover intentions in young workers.

Based on these conditions, this study was conducted to understand the extent to which role ambiguity contributes to turnover intention among workers aged 23–32 in Jakarta . The findings are expected to provide a deeper understanding of the factors causing high youth labor mobility and provide input for companies in clarifying work roles and improving the quality of managerial communication to retain workers of productive age.



LITERATURE REVIEW

Role Ambiguity

Role ambiguity occurs when an employee doesn't clearly understand their duties, responsibilities, or performance appraisal standards. This situation typically arises due to inconsistent superior direction, changes in work structure, undefined workloads, or minimal internal communication. Örtqvist and Wincent (2021) state that role ambiguity can lead to confusion, a lack of confidence, and a feeling of lack of control over the work they perform.

In practice, role ambiguity can impact daily work experiences, leading to uncertainty in decision-making, difficulty setting priorities, and increased psychological stress. Several studies also show that role ambiguity is common among younger workers as they adapt to the ever-changing work environment and organizational standards.

Job Stress and Its Impact on Young Workers

Job stress arises when job demands do not align with an employee's abilities, resources, or the clarity of information they possess. Role ambiguity is one of the most common stressors identified in organizational behavior research. Islam et al. (2020) found that role ambiguity directly increases stress levels because workers must work with incomplete information.

Workers aged 22–32 tend to be more susceptible to stress stemming from role uncertainty. This is due to several factors, such as pressure to develop quickly, the need to build a professional reputation, and the demands of adapting to a dynamic work environment. As stress increases, job satisfaction decreases and relationships with coworkers and superiors can suffer.

Turnover Intention

Job turnover intention is an employee's tendency to plan or consider leaving their job. Factors influencing turnover intention can stem from both the individual's internal circumstances and the organizational situation. In the context of young workers, the LinkedIn Workforce Report (2024) shows that early-career age groups are more likely to change jobs because they are more responsive to unclear work structures, unclear career opportunities, or less supportive environments.

Recent research also emphasizes that turnover in young workers is often triggered by a combination of emotional stress, role ambiguity, and a perceived lack of stable direction from the organization. The decision to seek a new job is usually made when these conditions persist for a period of time without any improvement from the company.



The Relationship between Role Ambiguity and the Turnover Intention

When workers don't understand job expectations, they tend to experience uncertainty, lose motivation, and feel inadequately supported by the organization. This makes it easier for them to consider looking for other jobs that offer clearer structure and direction.

Cheng et al. (2022) found that role ambiguity in young workers significantly increases turnover intentions because this age group is highly sensitive to job uncertainty and requires clear direction to feel stable in the organization.

Hypothesis Formulation

Role ambiguity describes a situation where workers lack clarity regarding their duties, responsibilities, and work standards. This situation often leads to role confusion, discomfort at work, and psychological distress. This psychological mechanism is explained by several previous studies, which show that role ambiguity can trigger internal stress and emotional instability, making workers more susceptible to considering leaving their jobs. In the context of young workers aged 22–32 who are still in the early stages of their careers, role ambiguity can have a stronger impact because they are still seeking certainty and structure in their work. Based on this mechanism, this study establishes a relationship that the higher the level of role ambiguity, the greater the individual's tendency to have job turnover intentions. This relationship was analyzed using simple linear regression because the study only involved one independent variable and one dependent variable.

This hypothesis is supported by three main studies. Islam et al. (2020) explain that role ambiguity triggers role confusion and psychological stress, leading to increased turnover intentions. Örtqvist and Wincent (2021) emphasize that role ambiguity creates job discomfort and psychological burden, negatively impacting employee attitudes and behaviors. Meanwhile, Cheng et al. (2022) show that younger workers are more sensitive to role ambiguity, leading to more rapid job search intentions. These three studies form the basis for this research's conceptual framework diagram, which illustrates how role ambiguity creates psychological stress and ultimately drives turnover intention among workers aged 22–32 in Jakarta.

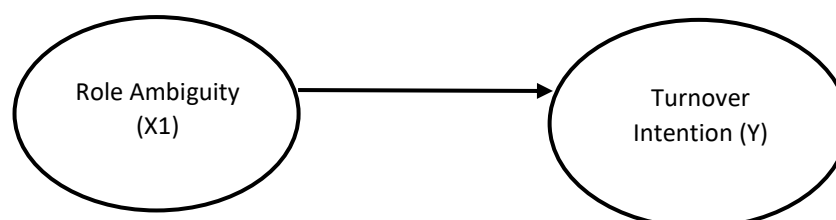


Figure 1. Research Framework' below the conceptual framework.

Research Hypothesis

Based on the formulation of the hypothesis and the support of relevant previous research results, the hypothesis in this study is formulated as follows:

H1. Role ambiguity has a positive effect on the desire to change jobs (turnover intention) among workers aged 22–32 years in Jakarta.

METHOD

This study uses a quantitative explanatory approach, a research method that aims to explain the causal relationship between variables through numerical data processing and statistical testing. An explanatory approach is used when researchers want to determine the extent to which independent variables influence dependent variables based on existing theoretical frameworks (Creswell & Creswell, 2018). Therefore, this study was conducted to examine the effect of role ambiguity as an independent variable on turnover intention as a dependent variable among workers aged 22–32 years in Jakarta. The research data were obtained through an online questionnaire.

Population and Sample

The population in this study was workers aged 22–32 who reside and work in the Jakarta area. The sampling technique used was purposive sampling, which selects respondents based on specific criteria relevant to the research objectives. The respondent criteria in this study are as follows:

1. Aged between 22–32 years.
2. Currently working (permanent or contract employee).
3. Work in the Jakarta area.
4. Have at least 6 months work experience.

The sample size for this study was set at 100 respondents, which was deemed to meet the minimum requirements for simple linear regression analysis and produce valid and reliable data. The questionnaire was distributed online via Google Forms with the assistance of social media platforms such as WhatsApp and Instagram.

Data collection technique

Data collection was conducted using a questionnaire with a Likert scale of 1–5, ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). The questionnaire was structured into several sections as follows:

1. Part A – Demographic Data

This section aims to determine the characteristics of respondents, including age, gender, employment status (permanent or contract), length of service, and type of company where the respondent works.



2. Part B – Role Ambiguity Variable (X1)

The role ambiguity variable instrument was adapted from the role ambiguity scale used by Alblihed and Alzghaibi (2022), which adopted the Bowling Scale for Role Conflict and Ambiguity, and from the role ambiguity subscale in the NIOSH Generic Job Stress Questionnaire (NIOSH-GJSQ) used by Oshio et al. (2021). This scale measures the extent to which respondents feel their duties, responsibilities, authority, and performance standards in the workplace are clear. The statements were adapted to the organizational context in Indonesia and answered using a 1–5 Likert scale, ranging from “strongly disagree” to “strongly agree,” with the following indicators:

- A. I clearly understand the tasks I have to do at work.
- B. I know clearly my job responsibilities.
- C. I understand the standards or work targets that I have to achieve.
- D. I know clearly what my boss expects from my role.

3. Part C – Variable Desire to Change Jobs (Y)

The turnover intention instrument was adapted from the Three-item Turnover Intent Questionnaire used by Kusumawati et al. (2021). This scale measures workers tendency to leave their jobs through three aspects: thinking of quitting, having the intention to look for work elsewhere, and having the intention to quit. This variable is measured through several statements reflecting respondents' desire to leave their jobs, with the following indicators:

- A. I often think about leaving my current job.
- B. I have a desire to look for work elsewhere.
- C. I intend to leave my current job.

Data Analysis Techniques

The data analysis technique in this study was carried out through several stages as follows:

1. Validity and Reliability Test

Validity testing was conducted using Pearson Product Moment correlation to determine the extent to which each statement item was able to measure the studied variable. A statement item was declared valid if the correlation coefficient (r -calculated) value was greater than the r -table value at a significance level of 0.05.

Meanwhile, reliability testing was conducted using the Cronbach's Alpha coefficient to assess the consistency and reliability of the research instrument. An instrument is considered reliable if the Cronbach's Alpha value is greater than 0.70.

2. Descriptive Analysis

Descriptive analysis is used to describe the characteristics of respondents and the tendencies of respondents' answers to each research variable, which includes the average value, percentage, and distribution of respondents' answers.

3. Simple Linear Regression Analysis

Simple linear regression analysis was used to test the direct effect of role ambiguity (X1) on turnover intention (Y). This analysis aimed to determine the direction and magnitude of the independent variable's influence on the dependent variable. The entire data analysis process was conducted using SPSS.

Location and Time of Research

This research was conducted online with respondents residing in the Jakarta area. Data collection took place from December 2025 to February 2026 through an online Google Form questionnaire.

RESULTS AND DISCUSSION

The results of this study are compiled based on data from 100 respondents, workers aged 22-32 in Jakarta. Testing was conducted through respondent characteristic analysis, descriptive analysis, validity testing, classical assumption testing, and simple linear regression. The research model used simple linear regression because it only involved one independent variable, namely role Ambiguity, and one dependent variable, namely turnover intention.

Respondent Characteristics

Respondent characteristics were analyzed to describe the profile of the respondents involved in the study. The characteristics used included gender, age, employment status, field of work, and length of work experience.

1. Gender

Table 1. Respondent Characteristics Based on Gender

Gender	Frequency	Percent (%)	Cumulative Percent (%)
Man	46	46.0	46.0
Woman	54	54.0	100.0
Total	100	100.0	-



Based on gender, 46 respondents (46.0%) were male, while 54 respondents (54.0%) were female. These results indicate that female respondents outnumbered male respondents.

2. Age

Table 2. Respondent Characteristics Based on Age

Age	Frequency	Percent (%)	Cumulative Percent (%)
22-24 years old	12	12.0	12.0
25-27 years old	49	49.0	61.0
28-30 years old	33	33.0	94.0
31-32 years old	6	6.0	100.0
Total	100	100.0	-

Based on age, the majority of respondents were in the 25-27 age range, amounting to 49 people (49.0%). Respondents aged 28-30 years numbered 33 people (33.0%), respondents aged 22-24 years numbered 12 people (12.0%), and respondents aged 31-32 years numbered 6 people (6.0%).

3. Employment Status

Table 3. Respondent Characteristics Based on Employment Status

Employment Status	Frequency	Percent (%)	Cumulative Percent (%)
Freelance/part-time	3	3.0	3.0
Contract workers	23	23.0	26.0
Permanent workers	74	74.0	100.0
Total	100	100.0	-

Based on employment status, the majority of respondents were permanent workers (74 people, or 74.0%), followed by 23 respondents (23.0%), and 3 respondents (3.0%) were freelance/part-time.

4. Field of work

Table 4. Respondent Characteristics Based on Field of Work

Field of work	Frequency	Percent (%)	Cumulative Percent (%)
Administration / Operations	26	26.0	26.0



Field of work	Frequency	Percent (%)	Cumulative Percent (%)
Customer Service	21	21.0	47.0
Finance / Banking	7	7.0	54.0
Creative / Media / Agency	4	4.0	58.0
Education	1	1.0	59.0
Retail / Hospitality	8	8.0	67.0
Sales / Marketing	30	30.0	97.0
Technology / IT	3	3.0	100.0
Total	100	100.0	-

Based on the field of work, the most respondents worked in sales/marketing with 30 people or 30.0%. Respondents in the administration/operations field numbered 26 people or 26.0%, customer service 21 people or 21.0%, retail/hospitality 8 people or 8.0%, finance/banking 7 people or 7.0%, creative/media/agency 4 people or 4.0%, technology/IT 3 people or 3.0%, and education 1 person or 1.0%.

5. Length of Work Experience

Table 5. Respondent Characteristics Based on Length of Work Experience

Length of Work Experience	Frequency	Percent (%)	Cumulative Percent (%)
1- 3 years	49	49.0	49.0
3 - 5 years	41	41.0	90.0
6 months - 1 year	8	8.0	98.0
More than 5 years	2	2.0	100.0
Total	100	100.0	-

Based on length of work experience, the majority of respondents (49 respondents, or 49.0%) had 1-3 years of work experience. 41 respondents (41.0%) had 3-5 years of work experience, 8 respondents (8.0%) had 6 months-1 year of work experience, and 2 respondents (2.0%) had more than 5 years of work experience.

Descriptive Analysis

Descriptive analysis was used to determine data trends in each research variable. Minimum, maximum, mean, and standard deviation values were used to describe the level of data distribution for role Ambiguity and job Change Intention.



Table 6. Descriptive Statistics of Variables

Variables	N	Minimum	Maximum	Mean	Standard Deviation
Role Ambiguity	100	16	44	31.13	5,297
Turnover Intention	100	9	30	20.88	4,298

Role Ambiguity had a minimum score of 16, a maximum score of 44, a mean score of 31.13, and a standard deviation of 5.297. Desire to Change Jobs had a minimum score of 9, a maximum score of 30, a mean score of 20.88, and a standard deviation of 4.298. These results indicate that respondents' answers varied considerably but remained concentrated in the medium to high range.

Research Instrument Testing

1. Validity Test

Validity testing is performed by examining the Pearson correlation value between each statement item and the total variable score. An item is considered valid if it has a positive correlation value and a significance value of less than 0.05.

A. Role Ambiguity Validity Test

Table 7. Results of the Role Ambiguity Validity Test

Item	Pearson Correlation	Sig.	Conclusion
X1.1	0.564	0,000	Valid
X1.2	0.439	0,000	Valid
X1.3	0.471	0,000	Valid
X1.4	0.600	0,000	Valid
X1.5	0.508	0,000	Valid
X1.6	0.623	0,000	Valid
X1.7	0.513	0,000	Valid
X1.8	0.602	0,000	Valid
X1.9	0.642	0,000	Valid

The results of the role ambiguity validity test show that all items X1.1 to X1.9 have a positive correlation value with a significance value of 0.000. Thus, all Role Ambiguity items are declared valid and can be used in further analysis.



B. Test of Validity of Turnover Intention**Table 8. Results of the Validity Test of the Turnover Intention**

Item	Pearson Correlation	Sig.	Conclusion
Y.1	0.635	0,000	Valid
Y.2	0.623	0,000	Valid
Y.3	0.643	0,000	Valid
Y.4	0.682	0,000	Valid
Y.5	0.753	0,000	Valid
Y.6	0.746	0,000	Valid

The results of the validity test for the Desire to Change Jobs show that all items Y.1 to Y.6 have a positive correlation value with a significance value of 0.000. Thus, all Desire to Change Jobs items are declared valid.

2. Reliability Test Notes

The output from the 100-sample data processing used in this revision does not include a Reliability Statistics table or Cronbach's Alpha value. Therefore, the reliability section is not interpreted numerically to avoid discrepancies with the latest SPSS output. This section can be added once the 100-sample reliability output is available.

Classical Assumption Test

Classical assumption tests were conducted to ensure that the regression model met the analysis requirements. The classical assumption tests in this study included residual normality, linearity, and Glejser's heteroscedasticity test.

1. Residual Normality Test**Table 9. Results of the Kolmogorov-Smirnov Residual Normality Test**

Information	Mark
N	100
Mean residual	0.0000000
Std. Deviation residual	3.06153853
Test Statistics	0.064
Asymp. Sig. (2-tailed)	0.200
Criteria	> 0.05
Conclusion	Normal



The Kolmogorov-Smirnov normality test results for unstandardized residuals show an Asymp. Sig. value of 0.200. This value is greater than 0.05, indicating that the regression model residuals are normally distributed. This result is also supported by the Normal PP Plot in the output, which shows that the residual points tend to follow a diagonal line.

2. Linearity Test

Table 10. Linearity Test Results

Information	Sum of Squares	df	Mean Square	F	Sig.
Combined	1161,043	22	52,775	6,088	0,000
Linearity	900,631	1	900,631	103,890	0,000
Deviation from Linearity	260,411	21	12,401	1,430	0.131
Within Groups	667,517	77	8,669	-	-
Total	1828,560	99	-	-	-

The linearity test results show a linearity value of 0.000 and a deviation from linearity value of 0.131. A linearity value less than 0.05 indicates a significant linear relationship, while a deviation from linearity value greater than 0.05 indicates no deviation from the linear relationship. Thus, the relationship between role ambiguity and turnover intentions is linear.

3. Glejser Heteroscedasticity Test

Table 11. Results of the Glejser Heteroscedasticity Test

Model	B	Std. Error	Beta	t	Sig.
Constant	2,589	1,171	-	2,210	0.029
Role Ambiguity	-0.008	0.037	-0.021	-0.205	0.838

The results of the Glejser heteroscedasticity test indicate that role ambiguity has a significance value of 0.838. This value is greater than 0.05, indicating that the regression model does not exhibit heteroscedasticity symptoms. The scatterplot in the output also shows a distribution of points that do not form a specific pattern, thus supporting the conclusion that the heteroscedasticity assumption is met.

Linear Regression Analysis

Simple linear regression analysis was used to determine the effect of role ambiguity on turnover intentions. The direction of the effect was determined by the regression coefficient, while the significance of the effect was determined by the t-test.

1. Coefficient of Determination**Table 12. Results of the Determination Coefficient**

Information	Mark
R Square	0.493

The R-square value of 0.493 indicates that role ambiguity explains 49.3% of turnover intentions. The remaining 50.7% is explained by factors outside the research model.

2. Regression Equation and t-Test**Table 13. Linear Regression Results**

Model	B	Std. Error	Beta	t	Sig.
Constant	3,153	1,844	-	1,710	0.090
Role Ambiguity	0.569	0.058	0.702	9,753	0,000

Based on the regression results, the constant value is 3.153 and the regression coefficient for role ambiguity is 0.569. The regression equation obtained is as follows.

Turnover intention = 3.153 + 0.569 (Role Ambiguity). The regression coefficient of 0.569 indicates a positive influence. This means that every one-unit increase in role ambiguity will increase the turnover intention by 0.569 units. The t-test results show a calculated t-value of 9.753 with a significance level of 0.000. This significance value is less than 0.05, indicating that role ambiguity has a positive and significant influence on turnover intention.

3. Hypothesis Testing**Table 14. Hypothesis Test Results**

Hypothesis	Coefficient	t count	Sig.	Conclusion
H1	0.569	9,753	0,000	Accepted

Hypothesis H1 states that role ambiguity has a positive effect on turnover intention. The results of the hypothesis test indicate that role ambiguity has a positive and significant effect on turnover intention. Thus, H1 is accepted.



DISCUSSION

The Influence of Role Ambiguity on the Turnover Intention

The results of the study indicate that role ambiguity has a positive and significant effect on Job Change Intention among workers aged 22-32 years in Jakarta. This result is indicated by a regression coefficient of 0.569 with a t-value of 9.753 and a significance value of 0.000. The positive direction of the coefficient explains that the higher the role ambiguity perceived by workers, the higher the tendency of workers to consider leaving, looking for another job, or leaving their current job.

These findings demonstrate that role ambiguity is a significant factor in shaping workers' attitudes toward their jobs. When workers don't understand the boundaries of their duties, responsibilities, work standards, priorities, and superiors' expectations, they are more likely to experience confusion in carrying out their work. This situation can reduce job satisfaction because workers feel they lack clear guidelines for assessing whether their work aligns with organizational expectations.

Role clarity is crucial for workers aged 22-32, as this group is generally in the early stages of career development. Young workers tend to need work direction, certainty about their career path, and clear assessment standards to adapt to organizational demands. When organizations fail to provide such clarity, young workers more easily perceive the work environment as unsupportive of their career development, leading to a desire to seek alternative employment that is perceived as more focused.

From a human resource management perspective, the results of this study can be explained by the importance of role management, job design, and performance communication. Armstrong and Taylor (2023) explain that human resource management practices need to be directed at aligning organizational needs with human resource management through work processes, employment relationships, development, performance management, and employee well-being. Based on this perspective, role clarity is part of HR practices because workers need to understand the contributions, responsibilities, and achievement standards expected by the organization.

Dessler's (2024) human resource management theory is also relevant to the findings of this study. Dessler emphasized that human resource management is not solely the responsibility of HR but also the responsibility of managers in managing daily work. Important aspects of this management include job analysis, workforce planning, employee development, performance management, and retention. Therefore, role ambiguity can be understood as a weakness in job management because workers do not receive sufficient information about what to do, how performance is assessed, and how they can survive and thrive in the organization.

The results of this study also align with previous research. Islam et al. (2020) showed that role ambiguity can lead to confusion in carrying out work roles and increase



psychological stress, making it easier for workers to desire to leave their jobs. In other words, role ambiguity not only impacts the technical aspects of the job but also influences workers' psychological well-being in assessing the sustainability of their relationship with the organization.

Örtqvist and Wincent (2021) also explain that role ambiguity can lead to discomfort and psychological burden at work. This condition can then negatively impact employee attitudes and behavior. In the context of this research, workers who feel their roles are unclear may be more susceptible to job turnover because their jobs are no longer perceived as providing certainty, direction, and comfort.

This finding is further supported by Cheng et al. (2022), who stated that younger workers are more sensitive to role uncertainty. Early-career workers generally require a clear work structure to build confidence and job stability. When such a structure is lacking, the intention to look for another job may emerge more quickly than workers with more experience or a stronger level of organizational adaptation.

Closing

Conclusion

Based on the research results, role ambiguity has been shown to have a positive and significant effect on job turnover intentions among workers aged 22-32 in Jakarta. This is evidenced by a regression coefficient of 0.569, a t-value of 9.753, and a significance level of 0.000. A significance level less than 0.05 indicates statistical significance.

The R-square value of 0.493 indicates that role ambiguity can explain turnover intentions by 49.3%. This result indicates that role ambiguity is a significant factor in explaining workers' tendencies to consider leaving, looking for another job, or leaving their current job.

Implications

The results of this study imply that companies need to improve job role clarity for workers, particularly those aged 22-32. Role clarity can be achieved through the development of clear job descriptions, the establishment of consistent work targets, the delivery of easily understood instructions, and the provision of regular feedback.

The role of the immediate supervisor is crucial in reducing role ambiguity. Supervisors need to ensure that each employee understands their responsibilities, work priorities, authority, and performance appraisal standards. Clear communication can help workers feel more focused and reduce the likelihood of looking for other jobs.



Suggestion

1. Suggestions for Companies

Companies are advised to improve work communication systems and task allocation. Companies can develop clearer job descriptions, provide consistent work direction, and conduct transparent performance evaluations to ensure workers understand organizational expectations.

2. Advice for Workers

Workers are advised to actively seek clarification when they experience unclear tasks, responsibilities, or work standards. Active communication with superiors can help workers understand the direction of their work and reduce confusion in their roles.

3. Suggestions for Further Research

Future research is recommended to include other variables that may influence turnover intention, such as job stress, job satisfaction, workload, organizational commitment, or organizational support. Further research could also expand the research area and increase the number of respondents to provide more comprehensive results.

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