

Factors Affecting Turnover Intention among Office Employees in the Context of Digital Transformation: Evidence from Small and Medium-Sized Enterprises in Hanoi

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ABSTRACT

In the context of rapid digital transformation, retaining human resources, particularly office employees in small and medium-sized enterprises, has become an increasingly critical issue. This study aims to examine the factors influencing turnover intention among office employees in Hanoi. Data were collected through a survey and analyzed using quantitative methods, including reliability testing, exploratory factor analysis, correlation analysis, and multiple linear regression. The findings indicate that factors such as work pressure, technostress, role ambiguity, work-life conflict, and lack of digital support significantly influence employees' turnover intention. Based on these results, the study proposes several managerial implications to help organizations reduce turnover intention and enhance human resource management effectiveness in the context of digital transformation.

Keywords: Turnover intention; digital transformation; office employees; small and medium-sized enterprises.

INTRODUCTION

In the context of the rapid development of the digital economy, small and medium-sized enterprises (SMEs) continue to play a crucial role in promoting economic growth and job creation in developing countries. In Vietnam, SMEs account for a significant proportion of the total number of enterprises and serve as a key driving force of the national economy (Ministry of Planning and Investment, 2023). SMEs not only contribute substantially to economic growth but also generate the majority of employment opportunities in Vietnam (Do, 2021). In emerging economies, SMEs are also under increasing strategic and operational pressure due to globalization and international market integration, requiring organizations to continuously adapt their management and workforce strategies (Akhtar et al., 2025; Cuong et al., 2024). Human resource stability therefore becomes a crucial factor influencing sustainable organizational development and long-term business performance in Vietnam (Cung & Hung, 2020; Hung & Cuong, 2018). However, these enterprises also face numerous challenges in innovation and adapting to changes in the business environment, particularly amid the accelerating process of digital transformation. In Hanoi, SMEs have not only increased in number but have also attracted a large proportion of intellectual workers, among whom office employees constitute a considerable share.

Alongside this development, workforce fluctuation, particularly employees' turnover intention, has become a major challenge for enterprises. Turnover intention is considered an important precursor to actual turnover behavior and may lead to significant losses in recruitment and training costs as well as disruptions to organizational operations. Recent studies indicate that, in modern working environments, turnover intention is influenced by various factors such as job satisfaction, working conditions, organizational support, and employees' emotional states (Dang et al., 2021; Minh, Phuong, et al., 2025; Mitonga-Monga & Mageza-Mokhethi, 2025). In addition, psychological factors such as burnout have also been found to be closely associated with turnover intention, especially in high-pressure occupations (Chinh et al., 2021; Chinh & Cuong, 2023; Chinh et al., 2020).

The rapid advancement of digital transformation is creating profound changes in the workplace, particularly for office employees. Previous studies in Vietnam have shown that SMEs are increasingly adopting digital technologies, e-commerce systems, and e-marketing practices to enhance operational efficiency and competitiveness in the digital economy (Binh et al., 2023; Van Ngo et al., 2023). The adoption of e-commerce and digital technologies among Vietnamese SMEs has been accelerating, contributing to improved operational efficiency and enhanced organizational competitiveness (Binh et al., 2023). Nevertheless, this process also poses numerous challenges related to technological adaptation, digital skills, and pressure for change among employees. In this context, the application of technology not only improves productivity but also creates new challenges associated with employees' adaptability. Kandita (2026) pointed out that technostress resulting from continuous adaptation to new technologies may increase employee burnout and consequently lead to turnover intention. Similarly, recent studies have confirmed that technostress is positively associated with turnover intention, particularly in environments characterized by increasing digital skill requirements and technology-related work pressure (Doan & Nguyen, 2025; Minh & Cuong, 2026; Minh, Huong, et al., 2025).

In the era of digital transformation, technological competence and digital skills training have increasingly become important factors influencing employees' attitudes and behaviors. A study by SAGE Publications (2025) revealed that digital skills training positively affects employee motivation, job satisfaction, and adaptability in digital workplaces, thereby contributing to a reduction in turnover risk. This suggests that, beyond traditional determinants, technology-related and digital transformation factors are playing an increasingly significant role in shaping employees' turnover intention.

In Vietnam, although several studies have examined turnover intention, most of them have focused on specific industries or have not fully considered the impact of digital transformation on employee behavior. Moreover, in-depth studies on office employees working in SMEs in Hanoi remain limited. Meanwhile, this group of employees is among those most directly and strongly affected by workplace digitalization. Therefore, the study entitled "Factors Affecting the Turnover Intention of Office Employees in the Context of Digital Transformation at Small and Medium-Sized Enterprises in Hanoi City" is necessary to fill the existing research gap and provide a scientific basis for managers in developing appropriate human resource policies in the context of digital transformation.

LITERATURE REVIEW AND THEORETICAL BACKGROUND

Literature Review

The study by Jogi et al. (2025) conducted a systematic review to examine the common factors influencing job satisfaction and employees' turnover intention. The findings indicate that turnover intention is affected by multiple groups of factors, including working conditions, organizational environment, salary, and career development opportunities (Jogi et al., 2025). Notably, job satisfaction was identified as a central variable, acting as a mediator in the relationship between organizational factors and turnover intention. The study emphasizes that, in modern workplaces, maintaining employee satisfaction is a key element in reducing turnover tendencies.

From the perspective of organizational relationships, Sinisterra, Peñalver, and Salanova (2024) carried out a systematic review on the link between talent management, employee engagement, and turnover intention. The results reveal that work engagement plays a significant role in reducing turnover intention and is influenced by human resource management practices and the working environment (Sinisterra et al., 2024). The study also highlights that, in the context of organizational change and digital transformation, companies need to foster a positive work environment and encourage employee involvement to mitigate turnover.

In addition, Li, Yuan, and He (2024) analyzed the relationship between pay satisfaction, job satisfaction, and turnover intention using mediation and moderation models. Based on a large dataset of over 5,000 employees, the findings show that pay satisfaction has a negative effect on turnover intention, with job satisfaction acting as a mediator. Furthermore, person-organization fit was found to moderate this relationship, either strengthening or weakening the effects (Li et al., 2024). This study contributes to a better understanding of the role of income and organizational culture in employee retention.

Another approach is reflected in the study by Sari et al. (2024), which examined the impact of work–family conflict, organizational commitment, and job satisfaction on turnover intention. The results indicate that work–family conflict has a positive effect on turnover intention, whereas organizational commitment and job satisfaction have negative effects. Moreover, job satisfaction serves as a mediating variable in these relationships. This study highlights the importance of work–life balance in the modern working context (Sarianja et al., 2025).

In the Asian context, Setthakorn et al. (2024) conducted a meta-analysis on the relationship between work engagement and turnover intention. The findings suggest a strong negative relationship, indicating that higher levels of employee engagement are associated with lower turnover intention. Additionally, factors such as the working environment, interpersonal relationships, and person–job fit play important roles in shaping engagement. This study provides valuable implications for Southeast Asian countries, including Vietnam (Setthakorn et al., 2024).

Similarly, Wang et al. (2024) synthesized empirical evidence on the relationship between work engagement and turnover intention in the healthcare sector. The results confirm that work engagement has a significant negative impact on turnover intention (Wang et al., 2024). At the same time, individual factors such as work experience, educational level, and working conditions also influence this relationship. The study emphasizes that enhancing employee engagement and improving the work environment are effective strategies for reducing turnover rates.

Overall, previous studies suggest that turnover intention is influenced by various groups of factors, including individual factors (e.g., work–life balance), organizational factors (e.g., work environment, organizational culture, and support), and job-related factors (e.g., income, job pressure, and career development opportunities). Among these, job satisfaction and work engagement are commonly identified as central constructs, often playing mediating roles in research models. However, several research gaps remain. First, most studies focus on general contexts or specific industries without fully considering the impact of digital transformation. Second, although studies conducted in Asia share certain similarities, they do not fully reflect the characteristics of SMEs in Vietnam. Third, office employees in the context of digital transformation—who are directly affected by technological and organizational changes—have not been extensively examined. Therefore, this study aims to address these gaps and contribute to the existing literature.

Theoretical Background

Concept of Turnover Intention

Turnover intention is a key concept in human resource management, reflecting an employee’s tendency to leave their current organization in the future. Turnover intention represents the stage at which employees begin to seriously consider leaving their organization and searching for alternative job opportunities (Mobley, 1977). It is regarded as an intermediate step preceding actual turnover behavior.

According to another study, turnover intention refers to employees’ deliberate willingness to leave their organization (Tett & Meyer, 1993). Turnover intention is considered a reliable predictor of actual turnover behavior and is influenced by various factors such as job satisfaction, organizational commitment, and external career opportunities (Hom et al., 2017).

Based on these perspectives, in this study, turnover intention is defined as the tendency and willingness of office employees to leave their current organization in order to seek alternative employment opportunities in the near future.

Concept of Digital Transformation

Digital transformation refers to the process by which organizations adopt digital technologies to modify their operations, enhance performance, and create new value. Digital transformation refers to the use of digital technologies by organizations to create significant changes in business models, operational processes, and organizational structures (Vial, 2021).

Digital transformation is also considered the process of integrating digital technologies into all organizational activities in order to enhance competitiveness and adapt to the new business environment (Verhoef et al., 2021). This process involves not only technological changes but also transformations in human resources, employee skills, and organizational culture

In this study, digital transformation is understood as the process by which small and medium-sized enterprises adopt digital technologies in management, operations, and office work, thereby reshaping the work environment and altering employees' skill requirements.

Job Demands–Resources (JD-R) Theory

The Job Demands–Resources (JD-R) theory, proposed by Bakker and Demerouti (2007), posits that every job consists of two main categories of factors: job demands and job resources. Job demands refer to the physical, psychological, or emotional efforts required from employees during work, such as heavy workloads, time pressure, the need to adapt to new technologies, and job-related stress (Bakker & Demerouti, 2007). When job demands exceed employees' capacity, they may experience fatigue, stress, and reduced motivation.

In contrast, job resources are the aspects that help employees accomplish their tasks and mitigate job demands, including supervisory support, a positive work environment, training opportunities, appropriate technological tools, and fair compensation systems. When sufficient resources are provided, employees are more likely to experience higher engagement, improved performance, and lower turnover intention (Schaufeli & Taris, 2013).

In this study, the JD-R theory is applied to explain that, in the context of digital transformation, factors such as work pressure, technological adaptation requirements, and increased workload represent job demands, while organizational support, digital skills training, and a supportive work environment constitute job resources. An imbalance between these two categories may increase turnover intention among office employees (Nguyen et al., 2023).

Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB), developed by Ajzen (1991), posits that an individual's actual behavior is directly influenced by their intention to perform that behavior. Behavioral intention, in turn, is shaped by three key determinants: attitude toward the behavior, subjective norms, and perceived behavioral control. Previous studies have also confirmed that intention-based behavioral models are useful for explaining individuals' future behavioral tendencies in organizational and entrepreneurial contexts (Minh & Cuong, 2026). Attitude reflects an individual's positive or negative evaluation of performing the behavior; subjective norms capture the perceived social pressure from significant others; and perceived behavioral control refers to the individual's perception of their ability to perform the behavior (Ajzen, 1991).

In the context of human resource management, this theory suggests that employees' decisions to leave an organization are typically preceded by the formation of turnover intention. When employees develop negative attitudes toward their job, are influenced by their social environment, or perceive the availability of alternative job opportunities, their turnover intention increases, which may ultimately lead to actual turnover behavior (Van Breukelen et al., 2004).

In this study, the Theory of Planned Behavior is applied to explain that turnover intention among office employees results from their evaluation of working conditions, organizational environment, and career opportunities within the context of digital transformation. Therefore, examining the factors influencing turnover intention is essential for predicting actual turnover behavior.

Hypothesis Development

H1: Work pressure has a positive effect on turnover intention among office employees.

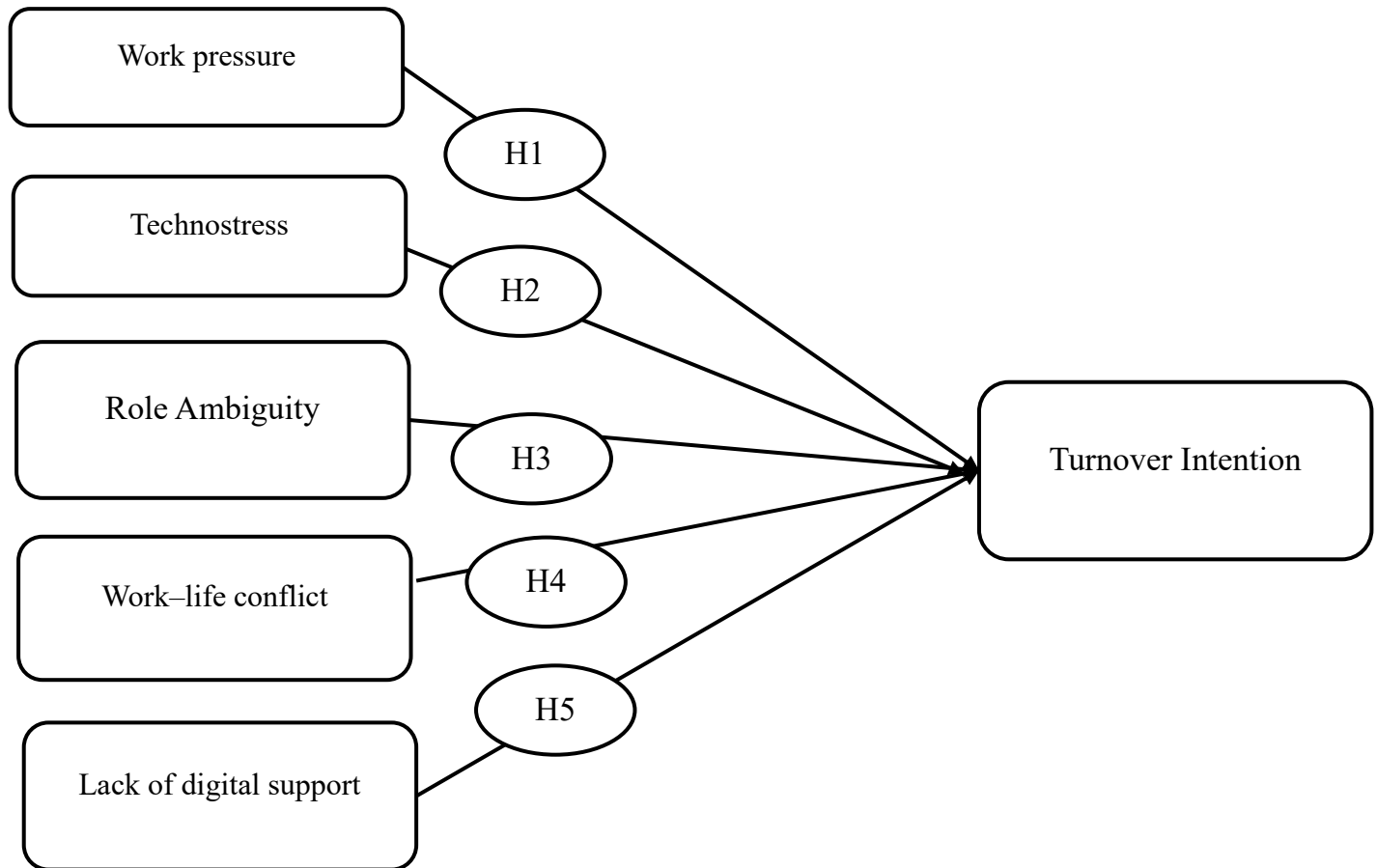
H2: Technostress in the context of digital transformation has a positive effect on turnover intention among office employees.

H3: Role ambiguity has a positive effect on turnover intention among office employees.

H4: Work–life conflict has a positive effect on turnover intention among office employees.

H5: Lack of digital support has a positive effect on turnover intention among office employees.

The research model is presented as follows:



Source: Author

RESEARCH METHODOLOGY

This study employs a quantitative approach to examine the factors influencing turnover intention among office employees in the context of digital transformation in small and medium-sized enterprises (SMEs) in Hanoi. Data were collected through a structured questionnaire, developed based on measurement scales validated in prior studies and adapted to fit the research context.

The target respondents are office employees working in SMEs in Hanoi. The study adopts a convenience sampling method combined with a snowball sampling technique to broaden the reach of participants (Creswell & Creswell, 2017). Data were collected through both online channels (Google Forms and social media platforms) and direct distribution at workplaces. A total of 210 questionnaires were distributed, of which 177 valid responses were obtained and used for analysis.

The sample size meets the requirements for quantitative analysis (Hair Jr et al., 2010). All variables were measured using a five-point Likert scale. The collected data were analyzed using SPSS 20 through several steps, including reliability testing using Cronbach’s Alpha, exploratory factor analysis (EFA), and multiple linear regression to test the proposed research hypotheses.

RESEARCH RESULTS

Descriptive Statistics

Table 1. Sample Descriptive Statistics

Characteristics		Frequency	Frequency
Gender	Male	78	41.7
	Female	109	58.3
Age	Under 25	52	27.8
	25 – 35	89	47.6
	Over 35	46	24.6
Education Level	College	34	18.2
	Bachelor's degree	121	64.7
	Postgraduate	32	17.1
Work Experience	Under 2 years	48	25.7
	2 – 5 years	81	43.3
	Over 5 years	58	31.0
Type of Enterprise	Small enterprises	103	55.1
	Medium-sized enterprises	84	44.9

(Source: Author's survey)

The descriptive statistics indicate that the proportion of female respondents (58.3%) is higher than that of male respondents (41.7%), reflecting the characteristics of office-based occupations where female employees tend to predominate. In terms of age, the group aged 25–35 accounts for the largest share (47.6%), representing the core workforce in SMEs, who possess a certain level of work experience and are significantly influenced by digital transformation.

Regarding educational attainment, the majority of respondents hold a bachelor's degree (64.7%), suggesting that the sample has a relatively high level of education, which is consistent with the requirements of office work. In terms of work experience, the group with 2–5 years of experience accounts for the highest proportion (43.3%), indicating that most respondents have sufficient experience to evaluate their work environment and form turnover intentions. Additionally, the distribution between small enterprises (55.1%) and medium-sized enterprises (44.9%) is relatively balanced, ensuring the representativeness of the sample for SMEs in Hanoi.

Reliability Analysis Using Cronbach's Alpha

The results of the reliability analysis indicate that all measurement scales used in the study demonstrate good internal consistency. The Cronbach's Alpha coefficients for all constructs exceed the recommended threshold of 0.7, satisfying the acceptable standards in behavioral and management research. This suggests that the observed variables within each scale are closely related and consistently measure the same underlying construct.

In addition, the item–total correlation coefficients for all observed variables are greater than 0.3, indicating that each item contributes positively to the overall scale, and no items needed to be removed at this stage. Therefore, the measurement scales employed in this study are considered reliable and suitable for subsequent analyses, particularly exploratory factor analysis (EFA), which is used to assess the underlying factor structure of the research model.

Exploratory Factor Analysis (EFA)

The results of the KMO and Bartlett's tests indicate that the data are suitable for conducting exploratory factor analysis. Specifically, the Kaiser–Meyer–Olkin (KMO) measure reaches 0.835 (> 0.5), demonstrating that the correlations among observed variables are sufficiently strong to justify the application of EFA. In addition, Bartlett's Test of Sphericity yields a significance level of 0.000 (< 0.05), confirming that the variables are correlated within the population and that factor analysis is appropriate.

These results confirm that the dataset meets the necessary conditions for EFA, thereby providing a solid basis for further analyses to identify the underlying factor structure and to validate the research model.

Table 2. Results of EFA for Independent Variables

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.835
Bartlett's Test of Sphericity	Approx. Chi-Square	1618.378
	Df	276
	Sig.	.000

(Source: Author's survey)

The results of the rotated component matrix indicate that the observed variables are clearly grouped into five distinct factors, consistent with the initially proposed research model (Table 3). All factor loadings exceed the threshold of 0.5, meeting the acceptable criteria in EFA, which suggests that the observed variables adequately represent their respective constructs.

Furthermore, the Eigenvalue reaches 1.335 (>1), and the total variance explained is 58.690% ($>50\%$), indicating that the extracted factors are meaningful and account for a substantial proportion of the data variance.

Therefore, the EFA results confirm that the measurement structure is appropriate and demonstrates good convergent validity, providing a solid foundation for subsequent regression analysis to test the research hypotheses.

Table 3. Rotated Component Matrix

Factor	1	2	3	4	5
RA5	.783				
RA3	.776				
RA1	.744				
RA4	.731				
RA2	.673				
WLC4		.786			
WLC3		.744			
WLC5		.711			
WLC2		.705			
WLC1		.673			
TS1			.756		
TS3			.677		
TS4			.675		
TS2			.672		
TS5			.670		
WP1				.703	
WP4				.702	
WP2				.701	
WP3				.697	
WP5				.645	
LDS4					.765
LDS1					.765
LDS2					.735
LDS3					.674
Eigenvalue = 1.335; Cumulative = 58.690%					

(Source: Author's survey)

The results of the exploratory factor analysis (EFA) for the dependent variable indicate that only one factor is extracted, with an Eigenvalue of 2.013 (> 1), satisfying the criterion for factor retention. This factor explains 67.099% of the total variance, exceeding the 50% threshold, which demonstrates strong explanatory power and statistical significance.

Moreover, the observed variables of the scale exhibit high factor loadings of 0.812, 0.866, and 0.777, all above 0.5. This indicates good convergent validity, as the observed variables consistently reflect a single underlying construct. No items show low loadings or are eliminated during the analysis. Therefore, the EFA results confirm that the dependent variable scale achieves both convergent validity and unidimensionality, making it suitable for subsequent analyses, particularly regression analysis to test the research model.

Pearson Correlation Analysis

The results of the Pearson correlation analysis show that the significance values (Sig.) for all variable pairs are less than 0.05, indicating that the correlations are statistically significant and not due to random chance. Notably, all correlation coefficients are positive, reflecting a positive relationship between the research factors and turnover intention.

This implies that as factors such as work pressure, technostress, role ambiguity, work–life conflict, and lack of digital support increase, employees’ intention to leave the organization also tends to rise accordingly.

OLS Linear Regression Analysis

Table 4. Coefficient of Determination (R^2) and Durbin–Watson Statistic

Model	R	R Square	Adjusted R Square	Std. Errir of the Estimate	Durbin-Watson
1	.824 ^a	.679	.670	.44343	1.570
a. Predictors: (Constant), F_LDS, F_WP, F_RA, F_TS, F_WLC					
b. Dependent Variable: F_TI					

(Source: Author’s survey)

The results of the regression analysis indicate that the research model demonstrates a relatively good fit with the survey data. The multiple correlation coefficient (R) is 0.824, reflecting a strong relationship between the independent variables and the dependent variable, namely turnover intention. The coefficient of determination (R^2) is 0.679, suggesting that the independent variables explain 67.9% of the variance in turnover intention. In addition, the adjusted R^2 value is 0.670, which is only slightly lower than R^2 , indicating that the model is not overfitted and maintains a high level of reliability.

Furthermore, the Durbin–Watson statistic is 1.570, which falls within the acceptable range (1.5–2.5), indicating that there is no autocorrelation among the residuals in the regression model. Overall, these statistical indicators confirm that the research model is appropriate for analyzing and testing the proposed hypotheses, and it has strong explanatory power regarding employees’ turnover intention in the context of digital transformation.

CONCLUSION AND MANAGERIAL IMPLICATIONS

The findings of this study indicate that factors including work pressure, technostress, role ambiguity, work–life conflict, and lack of organizational support in digital transformation all have positive effects on turnover intention among office employees in small and medium-sized enterprises (SMEs) in Hanoi. Among these, digital transformation–related factors, particularly technostress and insufficient organizational support, play a significant role, reflecting the challenges employees face in adapting to a digitalized work environment. These results highlight the importance of both traditional job-related factors and technology-related factors in shaping employees’ turnover intention.

Based on these findings, the study proposes several practical solutions to help organizations reduce turnover intention and improve employee retention. First, regarding work pressure, enterprises should review the workload assigned to each position, develop a balanced task allocation system, and avoid prolonged work overload. The adoption of task management tools, such as progress-tracking software, can enhance workload control and support employees in managing their time more effectively.

In terms of technostress in the context of digital transformation, organizations should implement structured digital skills training programs tailored to employees' capabilities. Instead of offering generic training, firms should design short, targeted courses focusing on the specific software and digital tools used in daily operations. Additionally, establishing internal technical support teams or assigning "digital mentors" can provide timely assistance and facilitate employees' adaptation to new technologies.

Regarding role ambiguity, organizations should refine job descriptions for each position to clearly define responsibilities, authority, and expected outcomes. Managers should also maintain regular communication with employees to clarify expectations and provide feedback, especially during periods of organizational or technological change. Setting work objectives based on the SMART framework can further help employees better understand their roles and responsibilities.

To mitigate work-life conflict, enterprises should adopt flexible working arrangements, such as remote work options, flexible working hours, and appropriate leave policies. Moreover, organizations should limit after-hours work assignments and foster a culture that respects employees' personal time. Initiatives aimed at supporting mental well-being, such as counseling services or work-life balance programs, can also help reduce employee stress.

Finally, to address the lack of organizational support in digital transformation, enterprises should invest in modern technological infrastructure to ensure that systems are stable and user-friendly. At the same time, clear support mechanisms should be established, including internal helpdesks, user manuals, and responsive feedback channels. Creating a continuous learning environment and encouraging knowledge sharing among employees can further enhance the effectiveness of the digital transformation process.

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