

The Great Resignation: Understanding the Reasons Behind the Mass Exodus of Employees and Finding Solutions

Pengunduran Diri Besar-besaran: Memahami Alasan Di Balik Eksodus Besar-besaran Karyawan dan Mencari Solusinya

Muhammad Hidayat, Adi Muhammad Nur Ihsan

STIE Persada Bunda, Universitas Cipasung Tasikmalaya

*m.hidayat2901@gmail.com, adi.mnurihsan@uncip.ac.id

**Corresponding Author*

ABSTRACT

The Great Resignation phenomenon, characterized by a significant increase in employee resignation rates, has become a global concern following the COVID-19 pandemic. This research aims to understand the impact of generational differences on the reasons and consequences of this phenomenon. The research method used is a systematic literature review using databases such as Scopus and Web of Science. The results showed that factors such as work-life balance, job satisfaction, and organizational commitment vary among different generations. The implications of these findings emphasize the importance of organizations in developing retention strategies that suit generational characteristics to reduce turnover rates and increase employee satisfaction. This research also highlights the need for more attention to employee mental health and wellbeing as part of an effective retention strategy.

Kata Key: *The Great Resignation, employee resignation, generational differences, retention strategies, systematic literature review, work-life balance, mental health, job satisfaction, organizational commitment.*

ABSTRAK

Fenomena The Great Resignation, ditandai dengan meningkatnya tingkat pengunduran diri karyawan secara signifikan, telah menjadi perhatian global pasca pandemi COVID-19. Penelitian ini bertujuan untuk memahami dampak perbedaan generasi terhadap alasan dan konsekuensi dari fenomena ini. Metode penelitian yang digunakan adalah systematic literature review dengan menggunakan database seperti Scopus dan Web of Science. Hasil penelitian menunjukkan bahwa faktor-faktor seperti keseimbangan kerja-kehidupan, kepuasan kerja, dan komitmen organisasi berbeda-beda di antara generasi yang berbeda. Implikasi dari temuan ini menekankan pentingnya organisasi dalam mengembangkan strategi retensi yang sesuai dengan karakteristik generasi untuk mengurangi tingkat turnover dan meningkatkan kepuasan karyawan. Penelitian ini juga menyoroti perlunya perhatian lebih pada kesehatan mental dan kesejahteraan karyawan sebagai bagian dari strategi retensi yang efektif.

Kata Kunci: *The Great Resignation, pengunduran diri karyawan, perbedaan generasi, strategi retensi, systematic literature review, keseimbangan kerja-kehidupan, kesehatan mental, kepuasan kerja, komitmen organisasi.*

1. Introduction

The Great Resignation phenomenon, characterized by a significant increase in employee turnover rates across various industries, has become a pressing concern for organizations worldwide. Research from Saoula et al. (2019) emphasizes the importance of understanding the fundamental reasons behind turnover to develop effective solutions. Factors such as job embeddedness, organizational justice, and learning culture play crucial roles in influencing employees' intentions to leave. Bogaert et al. (2019) highlight that employees often contemplate leaving their current positions due to various reasons, indicating a need for organizations to address these concerns to retain talent. Meulenaere et al. (2019) further

stress that collective turnover at the firm level poses a significant challenge, especially in the face of labor shortages, underscoring the urgency for organizations to tackle this issue. Studies by Jamal (2019) and Vejsiu (2019) delve into the impact of turnover on productivity and profitability, respectively, urging organizations to find suitable strategies to reduce turnover rates. Additionally, research by Zaheer et al. (2019) suggests that interventions such as workshops on conflict management can enhance teamwork quality and diminish employees' intentions to leave.

Sahni (2019) and Blanchard et al. (2019) emphasize the importance of factors like employee engagement, job satisfaction, and organizational commitment in mitigating turnover. Strategies that focus on improving the quality of work life, as highlighted by (Sahni, 2019), can aid in retaining employees and enhancing organizational effectiveness. In conclusion, addressing the multifaceted reasons behind the Great Resignation requires a comprehensive approach that considers factors such as job satisfaction, organizational justice, and employee engagement. By implementing strategies to enhance workplace culture, support employee well-being, and foster organizational commitment, companies can work towards reducing turnover rates and retaining valuable talent.

The phenomenon known as the Great Resignation, characterized by a significant wave of employee resignations globally, particularly post-COVID-19, has indeed brought about a shift in organizational dynamics. Factors such as changes in life priorities, the pursuit of better work-life balance, and the desire for improved work quality have been identified as key triggers for this trend. The repercussions on organizations are substantial, encompassing heightened recruitment and training expenses, along with the loss of valuable knowledge and skills. Moreover, the labor market is undergoing notable transformations, marked by a rising demand for flexible and remote work arrangements juxtaposed with a dwindling supply of skilled labor.

In this context, research on employee retention strategies becomes crucial for organizations aiming to navigate these evolving work dynamics effectively. By delving into insights from studies like Sawaneh & Kamara (2019) and (Kadiresan, 2019), which emphasize the significance of retaining skilled and innovative employees through tailored strategies, organizations can enhance their retention efforts. Furthermore, insights from Alhmoud & Rjoub (2019) shed light on the importance of total rewards, including extrinsic, intrinsic, and social rewards, in achieving employee retention.

As organizations grapple with the challenges posed by the Great Resignation, the research by "Employee Retention in the VUCA World: Challenges and Strategies" (2019) underscores the critical nature of employee retention strategies in the volatile, uncertain, complex, and ambiguous business environment. By leveraging theories like Vroom's expectancy theory and job embeddedness theory. Organizations can tailor their retention strategies to address the diverse motivations of employees. In conclusion, amidst the changing landscape of work dynamics post the Great Resignation phenomenon, research on effective employee retention strategies serves as a cornerstone for organizations seeking to adapt and thrive in this evolving paradigm.

Understanding the dynamics of different generations in the workforce is crucial, especially in the context of the current phenomenon known as The Great Resignation. Baby Boomers, Generation X, Millennials, and Generation Z each bring unique characteristics and expectations to the workplace (Koehler & Olds, 2021). Baby Boomers are known for their loyalty and long-term commitment to their careers, while Generation X values flexibility and independence in their work (Koehler & Olds, 2021). Millennials prioritize work-life balance and seek meaning in their work, and Generation Z, as digital natives, demand flexibility and diversity in the work environment (Koehler & Olds, 2021).

Research indicates that the Great Resignation trend is likely to continue, raising questions about whether this represents a temporary shift or a fundamental change in the workforce landscape (Serenko, 2022). The reasons behind this phenomenon are multifaceted,

with factors such as job satisfaction, work values, and engagement playing significant roles (Tan & Chin, 2023). Different generations have varying levels of intention to leave their jobs, highlighting the importance of understanding generational differences in retention strategies (Tan & Chin, 2023).

The impact of the COVID-19 pandemic has also been a contributing factor to the Great Resignation, leading to psychological distress and influencing employees' decisions to leave their jobs (Jiskrova, 2022). As organizations today are composed of a multigenerational workforce, there is a growing need to manage and leverage this diversity for individual and collective success (Mukherjee & Sivaraman, 2022). Managers face challenges in dealing with the changing demographics of the workforce and must adapt their strategies to support and retain staff effectively (Sheather & Slattery, 2021). In conclusion, the Great Resignation is a complex phenomenon influenced by various factors, including generational differences in work values, engagement, and retention intentions. Organizations must recognize and address these differences to effectively manage their workforce and navigate the challenges posed by the current labor market dynamics.

Although much research has been conducted regarding The Great Resignation, there is a gap in understanding how generational differences influence the reasons and consequences of this phenomenon. Most previous studies tend to generalize reasons for resignation without considering intergenerational variations. This research aims to fill this gap by focusing on an in-depth analysis of the differences in reasons for resigning and their impact based on worker generation.

This research aims to understand in depth the impact of generational differences on the reasons and consequences of The Great Resignation. By exploring the factors that contribute to employee attrition across generations, this research seeks to provide insights that can help organizations develop more effective and targeted retention strategies. This research will answer the main question: How did generational differences impact the reasons and consequences of The Great Resignation? This question will be answered through a systematic analysis of the available literature, focusing on the different reasons for resignation and the specific consequences for each generation.

The novel aspect of this research lies in the approach that focuses on generational differences in the context of The Great Resignation. Unlike previous studies which tend to ignore the generational dimension, this research specifically analyzes how each generation responds to and is influenced by this phenomenon, as well as how retention strategies can be adapted to meet the needs of each generation. This research is expected to provide a theoretical contribution by enriching the literature regarding The Great Resignation and generational differences in the workforce. Practically, this research can help human resource managers and organizational leaders in designing retention policies and strategies that are more effective and appropriate to the characteristics of different generations. This will improve an organization's ability to retain top talent and reduce the negative impact of mass resignations.

2. Research Methods

This research uses reputable international databases such as Scopus and Web of Science to collect relevant articles. The article search process is carried out systematically with the following steps: first, carry out an initial search using predetermined keywords; second, filter search results based on the relevance of the title and abstract; third, evaluating complete articles to ensure compliance with predetermined inclusion and exclusion criteria.

Keywords used in the article search included: "The Great Resignation," "employee turnover," "generational differences," and "retention strategies." These keywords were chosen to capture various aspects of The Great Resignation phenomenon as well as to explore generational differences and effective retention strategies.

From the initial search using these keywords, a number of varied articles were obtained. After an initial screening process based on title and abstract, the number of relevant articles was then examined further. The number of articles obtained after this stage will be the basis for selecting complete articles.

The inclusion criteria applied in selecting articles include: articles published in journals of international reputation, studies that focus on The Great Resignation or employee resignation, as well as articles that discuss generational differences or employee retention strategies. Meanwhile, exclusion criteria include: articles that are not peer-reviewed, studies that are not relevant to the research topic, and articles that are only opinions or comments without empirical data.

The screening process is carried out in several stages. First, articles were screened based on title and abstract. Articles that pass this stage are then evaluated based on the full text to ensure they comply with the inclusion and exclusion criteria. Articles that meet all criteria will be included in the final analysis.

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method was used to compile and report literature findings. PRISMA is an internationally recognized approach to ensure transparency and completeness in the systematic review process. This method involves four main stages: identification, screening, eligibility, and inclusion. A PRISMA flow diagram will be used to show the number of articles screened and selected at each stage, as well as the reasons for article exclusion. The use of the PRISMA method ensures that the review process is carried out systematically and can be replicated by other researchers in the future.

3. Results and Discussion

3.1 Definition and Characteristics of The Great Resignation

The Great Resignation refers to a significant labor force trend that has emerged recently, drawing attention to notable shifts in employment dynamics (Kehinde, 2023). This phenomenon has been associated with feelings of exclusion, loneliness, and a decreased sense of belonging among employees, leading to increased turnover rates (Riyami et al., 2023). The Great Resignation has brought about a reevaluation of the relationship individuals have with work, leading to the rise of concepts like Quiet Quitting (Kruse & Tata-Mbeng, 2023). One of the key impacts of the Great Resignation has been a transformation in the demographic composition of the workforce, with younger and less experienced individuals becoming more prevalent compared to the pre-pandemic period (Arteaga et al., 2023).

The dissatisfaction with working conditions, particularly evident in industries like hospitality, has been a driving force behind the accelerated pace of the Great Resignation (Calisto, 2023). This trend underscores a shift in employee preferences towards healthier organizational cultures and better management practices (Avery, 2023). The stress and burnout experienced by leaders in the face of challenges like the COVID-19 pandemic, supply chain disruptions, and the Great Resignation have highlighted the urgent need for effective strategies to prevent and address burnout in the workplace (Sonderegger et al., 2022).

The COVID-19 pandemic has played a significant role in catalyzing the Great Resignation, with factors like death anxiety, the need for meaningful work, and task significance influencing individuals' decisions to leave their jobs (Xu et al., 2023). Job crafting has emerged as a critical concept in enhancing individuals' sense of freedom and value fulfillment in the context of the Great Resignation, where workers are increasingly questioning traditional work structures (Presti et al., 2023). The Great Resignation has prompted organizations to focus on creating engaging work environments to retain talent and navigate the challenges posed by increased turnover rates (Montaudon-Tomas et al., 2023). In conclusion, the Great Resignation represents a complex interplay of factors reshaping the modern workforce landscape,

emphasizing the importance of addressing issues such as workplace culture, job satisfaction, and organizational support to mitigate turnover and foster employee retention.

3.2. Factors Contributing to The Great Resignation

The phenomenon known as the Great Resignation, which refers to a significant increase in employee departures across various sectors during the COVID-19 pandemic, has been influenced by a variety of factors. One key factor contributing to this trend is the impact of the pandemic itself. Workers, especially those facing health insecurities due to age or underlying health conditions, have been prompted to exit the workforce (Kelly, 2023). Additionally, mistreatment of employees in sectors like hospitality during the pandemic has eroded trust and faith in employers, further fueling the Great Resignation (Liu-Lastres et al., 2023).

The Great Resignation has also been associated with mental health concerns and work-related distress, with a noticeable increase in these issues among employees since the beginning of the pandemic (Chanona et al., 2023). Furthermore, the transition to remote work prompted by the pandemic has played a significant role in driving the Great Resignation, as highlighted by Shukla (Joshi, 2023). This phenomenon has resulted in a labor shortage across industries, with attrition rates reaching unprecedented levels (Coppola & Young, 2022).

Moreover, the Great Resignation has been linked to factors such as employee burnout, the desire for work-life balance, increased emphasis on mental well-being, job dissatisfaction, and the availability of remote work opportunities (Balcioglu, 2023). The trend has also been attributed to the failure to recognize employee performance, which has contributed to the wave of resignations (Jason, 2022). In conclusion, the Great Resignation is a complex phenomenon influenced by a combination of factors ranging from the impact of the pandemic on employee health and well-being to issues like mistreatment in the workplace, mental health concerns, and the changing dynamics of remote work. Understanding these multifaceted drivers is crucial for organizations seeking to navigate the challenges posed by the Great Resignation and retain their workforce effectively.

3.3 Differences in Reasons for Resigning Between Generations of Workers

Differences in reasons for resigning among different generations of workers can be attributed to various factors identified in the literature. For Generation Y and Z employees, the great resignation phenomenon has been a significant influence on their decisions to leave their jobs (Kuzior et al., 2022). Factors such as ethical, cultural, relational, and personal dimensions play a role in their engagement and subsequent resignation. In the nursing profession, factors influencing retention and turnover include nursing leadership, work environment, staffing levels, career advancement opportunities, and financial remuneration (Marufu et al., 2021). Additionally, issues like burnout, stress, work-life balance, and workload have been linked to retention of doctors in emergency medicine (Darbyshire et al., 2021).

Moreover, in the veterinary field, reasons for leaving clinical practice include remuneration, workforce-related variables, and career progression opportunities (Montoya et al., 2021; Schofield & Jacklin, 2023). Studies have also highlighted the impact of factors like ineffective leadership, stressful work environments, and lack of development opportunities on the turnover of registered nurses in public hospitals (Hung & Lam, 2020). Furthermore, the importance of addressing issues such as feeling taken advantage of by colleagues, unbearable workloads, and lack of support from senior staff has been emphasized in understanding the perspectives of medical interns on resignation decisions (Anuduang, 2023).

In the context of the COVID-19 pandemic, factors contributing to nurse resignations included workload, uncertainty of roles, and lack of support and respect (Jarden et al., 2023). The quality of employer communication during crises like the pandemic has been identified as a crucial factor in job resignation in nursing homes (Cimarolli et al., 2021). Additionally, the

impact of unfavorable work environments, work overload, and attractive job alternatives has been noted as reasons for resignations among field technicians during the pandemic ("Macroergonomic Interventions for COVID-19 Moderated Job Dissatisfaction among Field Technicians", 2022).

Overall, the reasons for resigning among different generations of workers vary based on factors such as work environment, leadership effectiveness, career advancement opportunities, workload, stress, and support from colleagues and management. Understanding these diverse factors is essential for organizations to develop effective retention strategies tailored to the specific needs and concerns of different employee cohorts.

3.4 Consequences of the Great Resignation for Organizations and Individuals

The Great Resignation, a significant labor market trend, has brought about multifaceted consequences for both organizations and individuals. At the individual level, employees are reevaluating their work-life balance, career priorities, and overall job satisfaction (Gellert et al., 2022). Factors such as toxic organizational cultures, lack of managerial support, and low engagement at work have been identified as drivers of this phenomenon (Spitzmuller et al., 2023). The trend reflects feelings of underappreciation and a lack of respect in the workplace, leading to what has been termed as "Quiet Quitting" (Livingston, 2023).

Organizations are facing challenges in retaining talent and adapting to employees' changing needs and preferences (Liu-Lastres et al., 2022). The Great Resignation has prompted a shift in how employers approach workforce health, with a greater focus on mental health and well-being (Henke, 2023). Moreover, the phenomenon has highlighted the importance of detoxifying and rebuilding organizational cultures to address underlying issues that contribute to employee turnover (Linzer et al., 2022).

The COVID-19 pandemic has played a significant role in exacerbating the Great Resignation by prompting individuals to reassess their career priorities and seek new opportunities (Chanona et al., 2023). The pandemic has also led to increased mental health concerns among workers, which have been linked to the decision to resign from jobs (Kang et al., 2022). Additionally, the perceived bureaucracy in the workplace during the pandemic has negatively impacted employees' self-efficacy and job satisfaction, contributing to the Great Resignation.

Overall, the Great Resignation has forced organizations to rethink their approaches to talent management, employee well-being, and organizational culture. It has underscored the importance of creating supportive work environments, addressing underlying issues that drive turnover, and prioritizing employee mental health to navigate this unprecedented labor market shift.

3.5 Effective Employee Retention Strategies for Different Generations

Employee retention strategies are essential for organizations looking to maintain a stable and productive workforce. Tailored approaches to retention are necessary due to varying needs and preferences across different generations in the workforce. Research has shown that factors such as compensation, personal development, job security, job satisfaction, work-life balance, recognition, training, leadership, communication, and work environment significantly influence the retention of Generation Y employees (Thompson & Muda, 2021). Understanding generational differences is crucial, as failure to do so can result in decreased productivity, innovation, and employee retention (Khan, 2021).

Effective HR strategies, encompassing talent management practices, organizational support, and engagement initiatives, can have a positive impact on employee retention (Arasanmi & Krishna, 2019; Kumar, 2021; Ghani et al., 2022). Proactive measures focusing on employees' intentions and turnover behavior are highlighted as primary strategies for retention

(Naalu, 2021). Human resource management practices have been proven to reduce turnover rates and enhance retention within organizations (Dubisetty & K, 2021).

Furthermore, the impact of employee retention extends to organizational performance, with effective retention strategies contributing to better utilization of employee capital and improved company performance (Ifeoma et al., 2021; Khan, 2021). Employee involvement and job satisfaction are crucial, particularly for the millennial generation, as creating a participative work environment can lead to increased job satisfaction and more attractive job opportunities (García et al., 2019).

In conclusion, developing effective employee retention strategies involves considering generational differences, implementing HR best practices, and addressing key factors such as compensation, development, and work-life balance. By understanding and meeting the diverse needs of employees across different generations, organizations can cultivate a positive work environment, enhance employee satisfaction, and ultimately improve retention rates.

3.6 Analysis of Factors Contributing to Differences in Reasons for Resigning

Factors contributing to differences in reasons for resignation can vary across different professions and contexts. In the healthcare sector, studies have highlighted factors such as workload, lack of support, and low salaries as significant contributors to resignations (Sodo et al., 2022; Bustraan et al., 2019; Han, 2022). Additionally, the impact of external factors like the COVID-19 pandemic, childcare issues, and workplace culture has been noted as leading causes of resignations in various industries ("A Comprehensive Programmatic Investigation of the Antecedents and Consequences Related With the Great Resignation of Individuals and Organizations – A COVID-19 Strategic Review and Research Agenda", 2022; Matahela, 2023; Aureli et al., 2020).

Moreover, research has shown that non-materialistic reasons, such as ethical, cultural, and personal dimensions, play a crucial role in employees deciding to leave their workplaces (Kuzior et al., 2022). In contrast, factors like salary, work-life balance, and job content have been identified as key reasons for attrition in medical and training settings (Atkins et al., 2021; Šrol & Neys, 2019; Burič & Šrol, 2020).

Furthermore, the role of cognitive biases, conflict detection, and individual differences in reasoning abilities has been explored in understanding the decision-making processes that lead to resignations (Groenewald & Odendaal, 2021). Studies have also delved into the impact of chronic exclusion, cultural insensitivity, and gender-specific experiences on resignations in different professional settings (Matahela, 2023).

Overall, the decision to resign is influenced by a complex interplay of personal, organizational, and external factors. Understanding these multifaceted reasons is crucial for organizations to implement effective retention strategies and create supportive work environments that address the diverse needs and concerns of their employees.

3.7. Identify Specific Consequences of The Great Resignation for Each Generation

The Great Resignation has had distinct consequences for each generation, affecting them in various ways. Generation Y and Z employees have been particularly impacted by ethical, cultural, relational, and personal dimensions of disengagement (Kuzior et al., 2022). This phenomenon has resulted in a significant knowledge exodus and revolution at individual, organizational, and national levels (Serenko, 2022). The labor shortage caused by the Great Resignation has brought about implications for various industries, including knowledge-intensive, service, healthcare, and manufacturing sectors (Coppola & Young, 2022).

In the hospitality and tourism industry, the Great Resignation has prompted a reflection on employees' evolving needs and preferences, highlighting the importance for employers to introspect and enhance (Liu-Lastres et al., 2022). Healthcare professionals have encountered tumultuous work environments exacerbated by COVID-related conditions, leading

to resignations due to time pressures, lack of work-life balance, and perceived lack of organizational support (Linzer et al., 2022). Toxic organizational cultures, inadequate managerial support, and low work engagement have also been identified as additional factors driving the Great Resignation (Spitzmuller et al., 2023).

The Great Resignation has initiated a new era of work, fostering the rise of Quiet Quitting and compelling organizations to redefine their connection with work (Kruse & Tata-Mbeng, 2023). This mass departure of talent has necessitated hybrid leadership approaches to mitigate the loss of valuable employees (Hopkins & Figaro, 2021). In times of low unemployment, employees have been incentivized to resign due to unsolicited or sought-after external job offers (Weinstein & Hirsch, 2022).

Each generation has experienced the impact of the Great Resignation differently, with outcomes ranging from knowledge exodus to the reshaping of work relationships. It is crucial for organizations to comprehend these consequences to formulate effective strategies for talent retention and management across different generations.

3.8 Evaluation of the Effectiveness of Employee Retention Strategies for Different Generations

Employee retention strategies are essential for organizations to maintain a stable and skilled workforce. Different generations within the workforce may respond differently to various retention strategies. Research has shown that factors such as compensation, personal development, job security, work-life balance, reward and recognition, training, leadership, relationship and communication, and work environment play significant roles in the retention of Generation Y employees (Thompson & Muda, 2021). Additionally, the effectiveness of retention strategies can be influenced by factors like talent management, engagement strategies, and diversity management (Nnadi & Chinedu, 2019; Arubayi, 2022; Pratomo et al., 2023).

It is crucial for organizations to tailor their retention strategies to meet the unique needs and preferences of different demographic groups to promote employee retention effectively (Pratomo et al., 2023). Moreover, the impact of technology on staff retention and the influence of responsible leadership on talent retention are also critical aspects to consider in developing retention strategies (Kuume & Angula, 2020; Fragouli & Alhaider, 2020).

Furthermore, employee retention has been linked to organizational performance, with effective human resource practices being able to reduce turnover rates and increase retention within an organization (Kumar, 2021; Dubisetty & K, 2021). The correlation between employee retention strategies and job satisfaction has been highlighted, emphasizing the importance of creating a positive work environment that fosters employee satisfaction (Ahad et al., 2020). In conclusion, understanding the diverse needs and preferences of different generations, implementing effective talent management practices, promoting engagement and diversity, and ensuring responsible leadership are all key elements in developing successful employee retention strategies that can positively impact organizational performance and employee satisfaction.

4. Conclusions

The conclusions of this systematic review show that the Great Resignation phenomenon is the result of a variety of complex factors, including the impact of the COVID-19 pandemic, inadequate working conditions, and changes in workers' preferences for work-life balance and mental health. This phenomenon has significantly changed workforce dynamics, with increased turnover rates and changes in the demographic composition of the workforce.

The implications of these findings indicate the need for organizations to pay attention to employee mental health and well-being, as well as create a more inclusive and supportive organizational culture to retain talent. In addition, it is important for management to develop

strategies that respond to the specific needs of different generations in the workforce, considering the differences in preferences and motivations between older and younger generations.

However, this study has several limitations. First, most of the data used comes from the context of developed countries, so the results may not be fully generalizable to developing countries. Second, this study mostly uses literature published during or after the COVID-19 pandemic, so it is possible that temporal bias could influence the findings.

For future research, it is recommended to expand the geographic and temporal scope of this study, as well as include a deeper analysis of how industry-specific factors influence The Great Resignation phenomenon. In addition, further research could further explore the role of technology and changes in work patterns, such as remote work, in influencing employee resignation decisions. In this way, a more comprehensive understanding of this phenomenon can be developed, which in turn can assist organizations in formulating more effective retention strategies.

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