Job stress, job burnout and turnover intention among employees in logistics enterprises in China: Basis for employee retention strategy framework

Chen, Yu ✉
Graduate School, Lyceum of the Philippines University - Batangas, Philippines

Abstract

This study examined the job stress, job burnout and turnover intention among employees in Logistics enterprises in China and developed a comprehensive employee retention strategy framework. The study made use of descriptive design describing the current state of job stress, job burnout, and turnover intention among employees in logistics enterprises in China. The researcher used a survey to collect data from a sample of employees in these enterprises. Among the 1788 logistics employees in these four enterprises in Tianjin, the sample size was 301, with an effect size of 0.50, a power probability of 0.95 or 95% and an alpha level of 0.05 or 5% using Google Raosoft. Based from the results, the respondents agreed that they experience job stress due to working load, working time, and monotone tasks. They have moderate burnout experience due to emotional exhaustion and low sense of achievement. However, they disagreed on depersonalization. Disagreement was found in the study about turnover intention elements, such as emotional labor, intention to quit, and turnover thinking. The correlation between job stress and job burnout is highly significant. Additionally, a strong correlation between job stress and the intention to leave was discovered. The intention to leave one's job and job burnout are highly significantly correlated. A thorough framework for staff retention strategies is suggested. The study sheds light on the variables that affect employees' intentions to leave logistics companies in China as well as their levels of job stress and burnout. The study's conclusions can be applied to the creation of staff retention plans for Chinese logistics companies.

Keywords: job stress, job burnout, turnover intention

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1. Introduction

The modern logistics sector now plays a fundamental, strategic, and leading role in a nation's economic growth. An economy's ability to develop economically is directly correlated with the quality of the logistics sector's development. In 2018, the large-scale and intensive development of Chinese logistics enterprises has achieved obvious results. However, the total revenue of the top CR50 logistics enterprises as a proportion of the industry is only 11.91%. Under the general trend of "Internet plus logistics", the logistics industry is in urgent need of transformation and upgrading. It is necessary to use scientific and technological means to significantly improve the development level of the logistics industry in logistics operation, logistics management and logistics organization.

Job stress among employees in logistics companies is a common problem. Studies have shown that logistics workers are exposed to a number of stressors, like high workload. Logistics workers often have to deal with tight deadlines and high volumes of work. Time pressure and overload might arise, and productivity may suffer as a result. A big issue that could exacerbate this is the work shift of logistics workers. Many logistics employees work shifting shifts. This can cause inconsistent sleep habits and interfere with many of the activities required for a good work-life balance. Another obstacle of this job is the physical demands. Lifting large goods, standing in one place for extended periods of time, and working in either a chilly or hot environment are all common tasks in logistics. The third challenge I'll address is the possibility of harm on the job. Logistics personnel confront several workplace dangers. They may be involved in traffic accidents, fall down, or be exposed to dangerous products (Schaufeli and Taris, 2014). Additionally, in the paper by Jachens (2018) much of the nature and ramifications of the workplace stress encountered by humanitarian relief workers is disclosed. Its findings indicate that occupational stress is a significant issue in this professional field, resulting in numerous unfavorable health impacts. Furthermore, the study emphasizes the impact that organizational elements have in the development of job stress in humanitarian aid workers.

The issues that logistic businesses face in managing their human resources are increasing. The most difficult obstacle for logistic human resource managers is excessive turnover among front-line staff, which has become a typical problem in logistic organizations. Another challenge is job burnout, which is characterized by emotional tiredness, depersonalization, and decreasing personal accomplishment. Emotional tiredness is characterized by a sense of emotional drain and depletion. Depersonalization refers to becoming apathetic or cynical about one's profession and clients. Reduced personal accomplishment implies a sense of lack of accomplishment and a loss of affiliation with one's employment.

Job burnout is widespread among logistics employees. According to a poll, workers in this occupation were more likely to indicate that their work was tough, tiring, or monotonous almost every day than people in other occupations. This can be explained by the enormous workload that logistics professionals face. Many logistics professionals have to work long hours, including overtime, weekend work, or both. Another reason for job burnout among logistics professionals is that they frequently work rotating shifts, making it difficult to sleep and maintain a work-life balance. Their weariness could be attributed to the rigorous physical work—such as lifting large objects or standing for extended periods of time—as well as the working conditions—working long hours without a break in hot or cold weather. Logistics workers are exposed to a number of occupational hazards, such as traffic accidents, falls, and exposure to hazardous materials. Logistics workers often have to deal with difficult customers and coworkers, which can lead to stress and conflict (Maslach & Leiter, 2016).

The concept of "turnover intention" describes a worker's inclination or intention to leave their job or

company voluntarily. Staff turnover is the process through which employees leave a company or organization and are replaced. Turnover intention measures whether employees intend to quit their jobs or whether management intends to reorganize the workforce. Like turnover, there are two types of intentions: voluntary and involuntary. Since an employee's abilities cannot be replicated or transferred to another person, employers and organizations must preserve employee abilities in order to meet the demands of the fierce global rivalry of today. Since staff turnover can impact organizational effectiveness, it has become a key concern for most firms.

Turnover intention is a problem in the logistics industry. Some challenges were found by the Chartered Institute of Logistics and Transport (CILT), where 40% of logistics workers in the UK are considering leaving their jobs within the next two years (CILT, 2022). A study by the Society for Human Resource Management (SHRM) found that the average turnover rate for logistics workers in the US is 18% (SHRM, 2022). A study by the World Economic Forum found that the logistics industry is one of the most vulnerable to talent shortages (World Economic Forum, 2021).

The job stress, burnout, and turnover intention in the logistics business have been extensively examined, mostly in other industries such as healthcare, education, and manufacturing. To date, limited research has been done on these areas in the logistics industry, further supporting the need for this type of research in this industry. Filling in research gaps will create a better understanding of the factors that contribute to job stress, burnout, and turnover intention of the logistics industry, allowing for measures such as interventions and policies, which can be used to reduce these factors.

Organizations can identify factors that contribute to job stress, burnout, and turnover intentions by studying these issues, resulting in development interventions aimed at addressing identified contributing factors, which can improve employee wellbeing and retention, ultimately benefiting the organization. Organizations can create a broad-based employee retention plan that addresses job stress, burnout, and turnover intentions, thereby improving employee wellness and retention and benefiting the organization. The study is significant because understanding and addressing the causes that generate job stress, burnout, and turnover intention among logistics industry personnel can assist businesses in tackling these issues. This can ultimately benefit the organization by improving employee well-being and retention.

Objectives of the Study - This study examined job stress, job burnout and turnover intention among employees in Logistics enterprises in China and was made the basis for developing a comprehensive employee retention strategy framework. Specifically, it assessed the job stress as to working load, working time, and monotone tasks; determined job burnout as to emotional exhaustion, depersonalization and low sense of achievement; assessed turnover intention as to turnover thinking, intention to quit and emotional labor; tested the relationships among job stress, job burnout and turnover intention and developed a comprehensive employee retention strategy framework.

2. Methods

Research Design - To ascertain the link between the three variables, the researcher employed the descriptive correlation method. The descriptive research method is a straightforward research technique that uses its own comprehension and verification to describe and explain current laws, facts, and hypotheses. It is a broad summary of several hypotheses that focuses more on elucidating the arguments of others, although it is crucial to scientific inquiry. It can pose directed queries, highlight drawbacks, explain occurrences, and share experiences.

Participants of the Study - The participants of the study are four well-known domestic enterprises (Tianjin area): SF Express, Sto Express, JDL Express, MASTER KONG HOLDINGS CO LTD. These four enterprises have a strong influence in the country. They not only have great advantages in logistics hardware facilities and logistics service efficiency, but also have their own operating characteristics. These enterprises have many business outlets in the country, so the selection of employees of the above enterprises as the survey objects has a wide representation. The proponent wrote to the university requesting the total number of teaching staff members

in order to identify the respondents from the four enterprises. The four enterprises employ between one hundred and five hundred people. History of the company from 25 to 31 years. Using Google Raosoft, the sample size consisted of 301 logistics personnel from these four Tianjin firms, with an effect size of 0.50, a power probability of 0.95 or 95%, and an alpha level of 0.05 or 5%.

Data Gathering Instrument - The survey questionnaire used in the study served as the data collection tool. The four parts of the questionnaire are as follows: basic respondent information and several research factors are used to evaluate each component. Demographic factors in Part I. The disparities in job needs, wage satisfaction, job burnout, and turnover intention of employees with varied individual characteristics—such as gender, age, marital status, education level, and working years—were evaluated by gathering basic information from the respondents. Part Two: Job requirement scale. The scale measures job demands from five dimensions: workload, time demands, monotony and repetition, interpersonal consumption and work-family conflict. Subject questionnaire refers to the scale developed by Demerouti et al., (2001), which corresponds to three variables: workload, working time and monotonous repetition. Likert 4-point scale is used for assessment. The higher the score, the higher the work requirements of front-line employees; otherwise, the lower the work requirements.

Part three: Scale of work burnout. See the updated MBI-GS scale developed by Li-Chaoping and Shi-Kan (2006), which uses 16 question items to assess three aspects of job burnout: poor sense of achievement, cynicism, and emotional weariness. The scale has a high degree of validity and reliability in the Chinese context and has undergone numerous verifications. A 4-point Likert scale was employed for evaluation. Frontline employees' level of job burnout increases with a greater score; a lower score indicates a lower level of burnout. Section 4: Measure of Turnover Intention. The three primary subjects of Mobley's turnover intention measure are emotional labor, work satisfaction, and turnover intention. For assessment, the Likert 4-point scale is employed. The employee's intention to leave is shown by their score; the higher the score, the lesser the inclination to leave. The scale's validity and reliability have been repeatedly confirmed.

Cronbach's Alpha value of (.954) indicates that the Job Stress, Job Burnout, and Turnover Intention Instrument have outstanding consistency based on the reliability test result. The Excellent comments from Job Stress (.944) supported this; it was confirmed by the Good results from Working Load (.883) Working Time (.898), and Monotone Task (.875). Also, it was validated by the Good remarks from Job Burnout (.881); it was confirmed by the Good results from Emotional Exhaustion (.896), and Depersonalization (.861), and Excellent results from Low Sense of Achievement (.948). Moreover, it was further validated by the results from Turnover Intention (.956); it was confirmed by the Good result from Turnover Thinking (.840), and Excellent results from Intention to Quit (.903), and Emotional Labor (.909).

Data Gathering Procedure - To enable the staff members to respond to the questionnaire, the researcher requested authorization from the directors of the human resources departments. The logistic companies' staff members were given the questionnaire in person. Other questionnaires were administered online in their electronic mails. After completion of the questionnaires, the researcher retrieved from the employees and the data was tallied, interpreted and analyzed.

Ethical Considerations - The researchers considered ethical factors when conducting the study such as the informed consent and disclosure of information. The researchers provide a letter for the respondents before they answer the questionnaire seeking permission if they could participate in the study. The participants have every right to refuse to participate or answer the questions that make them feel uncomfortable to do so. The researcher abided by the laws and keep personal information strictly confidential.

Data Analysis - In order to evaluate job stress related to workload, working hours, and monotonous tasks, as well as job burnout related to emotional depletion, depersonalization, and low sense of accomplishment, weighted mean and rank were employed. Additionally, turnover intention was evaluated in relation to Turnover Thinking, Intention to Quit, and Emotional Labor. The data set was not regularly distributed, as indicated by the Shapiro-Wilk Test result, which revealed that all variable p-values were less than 0.05. To find the significant

link, Spearman rho was employed as one of the non-parametric tests. Version 28 of SPSS was used for all analyses.

3. Results and Discussion

Table 1

Job Stress

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Working Load	2.86	Agree	1
Working Time	2.75	Agree	2
Monotone Tasks	2.57	Agree	3
Composite Mean	2.73	Strongly Agree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 1 shows the table on job stress having a grand composite mean of 2.73 which indicates agreement on all the indicators for job stress. Among the dimensions for job stress, working load got the highest rank comprising 2.86. This implies that when employees have too much work to do, they may feel stressed and overwhelmed. This can lead to physical and mental health problems, such as headaches, anxiety, and depression. Likewise, when employees are stressed, they may not be able to focus or concentrate on their work which can lead to decreased productivity and errors. Also, when employees are stressed, they may be more likely to call in sick or take unplanned leaves of absence and when employees are stressed, they may be more likely to look for a new job.

These findings conform with the study of Chen, et al., (2019) in which it was found that the effects of workload were stronger for employees who had a low sense of control over their work and for employees who found their work to be meaningless. In addition, the study found that workload was associated with decreased job performance. Employees who had too much work to do were more likely to make mistakes, to be less productive, and to be rated as low performers by their managers.

Table 2

Job Burnout

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Emotional Exhaustion	2.57	Agree	2
Depersonalization	2.33	Disagree	3
Low Sense of Achievement	2.92	Agree	1
Composite Mean	2.61	Agree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 2 displays the table on job burnout with a grand composite mean of 2.61 and verbally interpreted as agree. Among the dimensions cited, a low sense of achievement got the highest weighted mean (2.92). A low sense of achievement can be a cause of burnout because it can lead to feelings of frustration, disappointment, and hopelessness. If someone believes that the things he or she is doing to achieve a goal are insufficient, this feeling can be demoralizing and result in a decrease in motivation. A lack of motivation can make attempting to achieve that goal even more difficult, leading to the occurrence of what is commonly known as burnout.

Salgado (2013) found a relationship between a low sense of achievement and burnout. A low sense of accomplishment is also associated with physical and mental health issues. Also, if you report feeling unfulfilled in your twenties, you are more likely to experience burnout later in life. Burnout is associated with physical and mental health concerns. Individuals with significant burnout have a higher incidence of physical health problems, such as heart disease and diabetes. Furthermore, those people report greater rates of mental health disorders such as depression and anxiety. The data analysis revealed that a low sense of achievement serves as a mediator between burnout and physical and mental health concerns. It implies that a low sense of achievement was responsible for some of the link between burnout and physical and mental health issues. The study also

discovered that while job stress, a lack of social support, and certain personality traits were all connected with burnout, a low sense of achievement was the biggest predictor.

Table 3

Turnover Intention

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Turnover Thinking	2.39	Disagree	1
Intention to Quit	2.25	Disagree	3
Emotional Labor	2.32	Disagree	2
Composite Mean	2.32	Disagree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 3 shows the table on turnover intention which looked at disagreement on turnover thinking, intention to quit and emotional labor for turnover intention. Different experiences with emotional labor. Employees who have different experiences with emotional labor may have different perceptions of its impact on their turnover intention. Employees with different personality traits may be more or less susceptible to the negative effects of emotional labor. Employees with different values may have different views on the acceptability of emotional labor. Workplace cultures that emphasize emotional labor may be more likely to have higher turnover rates. The employees disagreed that turnover thinking affects turnover intention, which got the highest mean score of 2.39. Some employees may define turnover thinking as simply thinking about leaving their job, while others may define it as actively planning to leave their job. This difference in definition can lead to disagreement about whether or not turnover thinking is an indicator of turnover intention. Employees can have varying levels of turnover thinking. Some employees might only think about quitting occasionally, whereas others might think about quitting often or even all the time. This discrepancy in the strength of turnover thinking might also result in disagreements about whether or not turnover thinking actually predicts turnover intention.

Wang et al. (2019) discovered that turnover thinking was not a significant predictor of Turnover Intention for HJP or job satisfaction. This could indicate that, even if a person is content with his or her position, they may consider or ponder over the possibility of leaving without actually intending to do so. Lee and Allen (2017) discovered that Turnover Thinking did not significantly predict Turnover Intention for organizational commitment. This may imply that an employee may mentally explore leaving a job, but may not actually want to leave the job if he or she is dedicated to the organization. The results in Table 4 suggest a weak to moderate direct relationship (rho-values ranging from 0.330 to 0.555) between working load and sub-variables of job burnout.

Table 4

Relationship Between Job Stress and Job Burnout

Variables	rho-value	p-value	Interpretation
Working Load			
Emotional Exhaustion	0.555**	0.000	Highly Significant
Depersonalization	0.330**	0.000	Highly Significant
Low Sense of Achievement	0.402**	0.000	Highly Significant
Working Time			
Emotional Exhaustion	0.639**	0.000	Highly Significant
Depersonalization	0.396**	0.000	Highly Significant
Low Sense of Achievement	0.241**	0.000	Highly Significant
Monotone Tasks			
Emotional Exhaustion	0.654**	0.000	Highly Significant
Depersonalization	0.563**	0.000	Highly Significant
Low Sense of Achievement	0.008	0.890	Not Significant

*. Correlation is significant at the 0.01 level

The computed p-values of less than 0.01 indicate a statistically significant link between the sub-variables of working load and job burnout. Similarly, the calculated rho-values, which range from 0.241 to 0.639, show a modest to significant direct correlation between working hours and job burnout sub-variables. Because the

resulting p-values were less than 0.01, there was a statistically significant link between working time and sub-variables of job burnout. Working load can lead to exhaustion. When an employee is consistently working too hard, they may become fatigued. One of the sub-variables of job burnout is exhaustion, which is both physically and mentally draining (Wang, 2019). Furthermore, if a person constantly feels pressured and overwhelmed with work, they may become cynical about their profession and the organization for which they work. Another sub-variable of job burnout is depersonalization (Lee, 2017).

Furthermore, working time can lead to exhaustion. When employees work long hours, they can become physically and mentally fatigued. Workers that work long hours may develop job burnout, which can be translated into a variety of sub-variables. One of the sub variables is emotional weariness. Spector et al. (2016) found that people who worked beyond the regular working hours were more likely to experience emotional weariness and depersonalization. As a result, we can conclude that working long hours may cause job burnout.

On the other hand, the calculated rho-values, which range from 0.563 to 0.654, show a moderate to strong direct correlation between repetitive activities and the depersonalization and emotional exhaustion sub-variables of job burnout. Because the resulting p-values were less than 0.01, there was a statistically significant association between monotonous tasks and the sub-variables of job burnout, namely emotional tiredness and depersonalization. The calculated rho-value of 0.008, however, shows that there is little correlation between monotonous work and a low sensation of accomplishment. Because the obtained p-value was greater than 0.01, there was no statistically significant link between monotonous tasks and low sensation of achievement. Work that is monotonous might become boring. Employees may become disinterested if they are required to perform the same task repeatedly. A sub-variable of occupational burnout, emotional weariness, may result from this. (De Vries & Bakker, 2021). Monotone tasks can lead to detachment. When employees are constantly doing the same thing over and over again, they may start to feel detached from their work. This can lead to depersonalization (Alarcon et al., 2020).

Table 5

Relationship Between Job Stress and Turnover Intention

Variables	rho-value	p-value	Interpretation
Working Load			
Turnover Thinking	0.257**	0.000	Highly Significant
Intention to Quit	0.241**	0.000	Highly Significant
Emotional Labor	0.251**	0.000	Highly Significant
Working Time			
Turnover Thinking	0.367**	0.000	Highly Significant
Intention to Quit	0.369**	0.000	Highly Significant
Emotional Labor	0.342**	0.000	Highly Significant
Monotone Tasks			
Turnover Thinking	0.651**	0.000	Highly Significant
Intention to Quit	0.586**	0.000	Highly Significant
Emotional Labor	0.581**	0.000	Highly Significant

**. Correlation is significant at the 0.01 level

The sub-variables of job stress and turnover intention have a weak to high direct connection, according to Table 5's estimated rho values, which vary from 0.241 to 0.651. Job stress and intention to leave were statistically significantly correlated because the obtained p-values were less than 0.01. Stress at work might cause discontent. Employee dissatisfaction with their work may begin when they are under stress. This may cause people to consider quitting their current positions. Burnout can result from job stress. If an employee is under stress for an extended period of time, burnout may result. Burnout is characterized by depersonalization, a decreased sense of personal success, and emotional exhaustion. These symptoms may make it difficult for workers to stay at their current positions and may even cause them to consider quitting.

According to Spector et al. (2016), the relationship between intention to leave and job stress was moderated by national culture. In countries with high power distance indices, the intention to leave a job was more strongly

correlated with job demands. The intention to leave one's employment was more strongly correlated with job control in countries with high uncertainty avoidance ratings. The study's findings suggest that occupational stress is a significant risk factor for the intention to quit a job. Nonetheless, a multitude of factors likely play a role in the intricate relationship between job stress and intention to quit.

Table 6

Relationship Between Job Burnout and Turnover Intention

Variables	rho-value	p-value	Interpretation
Emotional Exhaustion			
Turnover Thinking	0.597**	0.000	Highly Significant
Intention to Quit	0.622**	0.000	Highly Significant
Emotional Labor	0.600**	0.000	Highly Significant
Depersonalization			
Turnover Thinking	0.626**	0.000	Highly Significant
Intention to Quit	0.663**	0.000	Highly Significant
Emotional Labor	0.613**	0.000	Highly Significant
Low Sense of Achievement			
Turnover Thinking	-0.005	0.933	Not Significant
Intention to Quit	-0.110	0.057	Not Significant
Emotional Labor	-0.104	0.073	Not Significant

**. Correlation is significant at the 0.01 level

Table 6 illustrates that there is a moderate to strong direct correlation between the sub-variables of turnover intention and emotional tiredness, as indicated by the computed rho-values ranging from 0.597 to 0.622. Because the obtained p-values were less than 0.01, there was a statistically significant association between emotional weariness and the sub-variables of turnover intention. According to Arslan et al. (2020), turnover intention was positively correlated with emotional tiredness. This implies that workers who are more emotionally spent at work are more inclined to think about quitting. There are probably several elements that contribute to the complex link between emotional weariness and turnover intention. Nonetheless, the results indicate that a major risk factor for turnover intention is emotional weariness.

Likewise, the computed rho-values ranging from 0.613 to 0.663 indicate a strong direct relationship between depersonalization and sub-variables of turnover intention. A statistically significant correlation between depersonalization and the sub-variables related to turnover intention was discovered. The p-values obtained indicate a substantial connection with the turnover intention sub-variables, with all of them being less than 0.01. Depersonalization was found to be positively correlated with turnover intention by Alam et al. (2020). This implies that employees are more inclined to think about leaving their jobs if they feel their jobs are becoming more depersonalized. Depersonalization and turnover intention have a complicated relationship, perhaps including a number of variables. Nonetheless, the research indicates that depersonalization is a noteworthy risk factor for the intention to leave.

Nonetheless, there is only a very small indirect link between the turnover intention sub-variables and a low sense of achievement, as indicated by the estimated rho-values, which vary from -0.005 to -0.110. Because the derived p-values were more than 0.01, there was no statistically significant link between a low sense of achievement and the sub-variables of turnover intention.

Employee Retention Strategy Framework

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                    │  Employee Retention Strategy    │
                    └─────────────────────────────────┘
                     ↗                               ↖

┌──────────────────┐   ┌──────────────────┐   ┌──────────────────────┐
│   Job Stress     │   │   Job Burnout    │   │  Turnover Intention  │
│ • Work Load      │↔  │ • Emotional      │↔  │ • Turnover Thinking  │
│                  │   │   Exhaustion     │   │                      │
│ • Working Time   │   │ • Depersonalization │ │ • Intention to Quit  │
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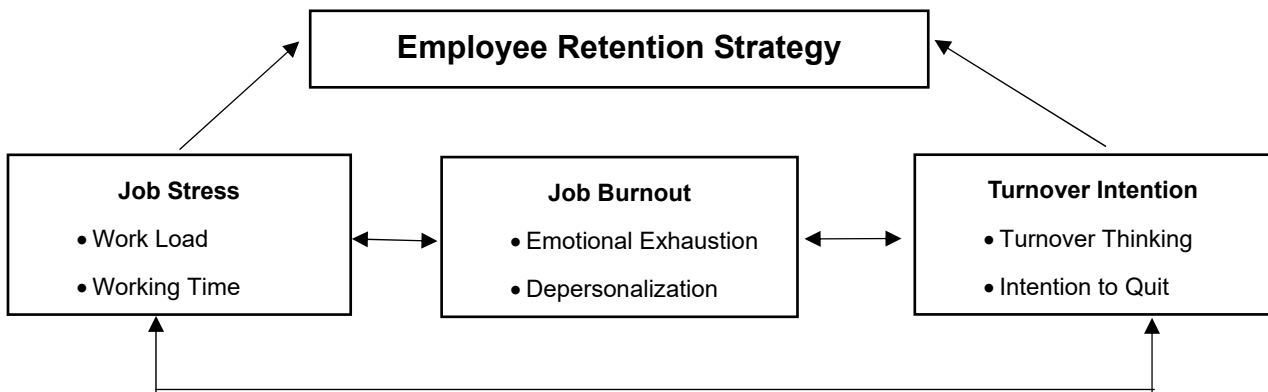
Figure 1. Employee Retention Strategy Framework

An employee retention strategy framework is a set of principles and practices that organizations can use to attract, engage, and retain top talent. The framework typically includes the following elements job stress, job burnout and turnover intentions of employees as drivers of employee retention. These factors are important to employees when deciding whether to stay with an organization. Other factors include compensation, benefits, work-life balance, opportunities for advancement, and company culture. Benchmarking is also done against competitors so an organization's employee retention rate can be compared to that of its competitors. This information can help the organization identify areas where it needs to improve.

Companies need an employee retention plan to boost retention. This plan will include competitive salaries, flexible work arrangements, and a healthy work culture to retain employees. Business will create and analyze retention strategy success and make modifications as appropriate. The employee retention plan framework helps companies retain outstanding talent. A corporation may 1) discover employee retention reasons and 2) benchmark its retention rate using this strategy. 3) Make a retention plan, and 4) evaluate it.

Having an employee retention plan framework will result in benefits such as lower turnover costs. Replacing an employee can be expensive, including recruitment, hiring, and training fees that can be avoided. Higher employee retention results in a more contented staff while also saving the organization money. A retention strategy can help to avoid many of the additional fees and costs associated with identifying those specific talents and competencies in a new candidate to fill the position. Another advantage is a more efficient staff. Engaged and motivated staff are more productive, which can boost your company's earnings. Retention strategies can also enhance reputation: A strong employee retention rate can send a positive signal to potential employees and customers, which can help to attract and retain top talent.

4. Conclusions and Recommendations

The research study showed that the respondents agreed that they experience job stress due to working load, working time, and monotone tasks. The respondents have moderate burnout experience as to emotional exhaustion and low sense of achievement. However, they disagreed on depersonalization. Disagreement was found in the study on the factors that influence turnover intention, such as emotional labor, intention to quit, and turnover thinking. The correlation between job stress and job burnout is very strong. Additionally, a strong correlation between job stress and the intention to leave was discovered. The intention to leave a job and job burnout are also highly significantly correlated. A thorough framework for staff retention strategies is suggested.

By taking steps to reduce job stress, employers can help to improve employee well-being, productivity, and retention. Companies must provide telecommuting, flextime, and shortened workweeks. Promote work-life

balance. Work-life balance is essential for employees. This involves offering telecommuting or flextime. It also involves promoting vacations and breaks. Promote a positive workplace. Productivity depends on a happy workplace. This requires building trust and open communication in which employees feel appreciated and respected. A positive workplace involves learning and improvement opportunities. Employee scheduling flexibility may lessen work-life conflict. Treat burnout. Treating employee burnout is essential. This may involve employee counseling. You might also discuss employment changes that would motivate the individual. Consider the Employee Retention Strategy framework and how we might minimize turnover intentions.

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