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

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## 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. The study revealed disagreement on turnover thinking, intention to quit and emotional labor as factors of turnover intention. There is a high significant relationship between job stress and job burnout. A significant relationship also was found between job stress and turnover intention. Job burnout and turnover intention also have high significant relationship. A comprehensive employee retention strategy framework is proposed. The study provides insights into the factors that contribute to job stress, job burnout, and turnover intention among employees in logistics enterprises in China. The findings of the study can be used to develop employee retention strategies for logistics enterprises in China.

*Keywords:* job stress, job burnout, turnover intention

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## 1. Introduction

Modern logistics has become a basic, strategic and leading industry supporting a country's economic development. The high-quality development of the logistics industry plays an indispensable role in promoting the high-quality development of an economy. 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. This can lead to feelings of time pressure and overload. Another challenge is the work shift, where any logistics workers work rotating shifts, which can disrupt their sleep patterns and make it difficult to maintain a healthy work-life balance. Another challenge is that logistics work can be physically demanding, involving lifting heavy objects, standing for long periods of time, and working in cold or hot environments. Occupational hazards pose another problem and logistics workers are exposed to a number of occupational hazards, such as traffic accidents, falls, and exposure to hazardous materials (Schaufeli & Taris, 2014). Further, the study by Jachens (2018) provides important insights into the nature and impact of job stress among humanitarian aid workers. The findings of the study suggest that job stress is a significant problem in this occupational group and that it is associated with a number of negative health outcomes. The study also highlights the importance of organizational factors in contributing to job stress among humanitarian aid workers.

The challenges of logistics enterprises, especially the challenges of human resources management, are constantly upgrading. The most prominent human resource management challenge facing logistics enterprises is the loss of front-line employees, which has become a common problem plaguing logistics enterprises. One challenge is job burnout which is a syndrome that is characterized by three dimensions, like emotional exhaustion, which is the feeling of emotionally drained and depleted. Another dimension is depersonalization which is becoming indifferent or cynical towards one's work and clients. The last one is reduced personal accomplishment, when an individual feels a sense of decreased accomplishment and a lack of achievement in one's work.

Job burnout is a common problem among logistics workers. Studies have shown that logistics workers are more likely to experience job burnout than workers in other occupations. This is likely due to the high demands and stressors of the job, such as long hours. Logistics workers often work long hours, including overtime and weekend work. Another is that many logistics workers work rotating shifts, which can disrupt their sleep patterns and make it difficult to maintain a healthy work-life balance. Logistics work also can be physically demanding, involving lifting heavy objects, standing for long periods of time, and working in cold or hot environments. 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).

An employee's inclination or intention to voluntarily leave their job or a company is referred to as "turnover intention." Staff turnover is the process by which employees depart from a company or organization and are replaced. Turnover intention measures whether employees of a company or organization intend to quit their jobs

or whether the firm intends to fire personnel. Like turnover itself, turnover intention might be intentional or involuntary. Since a single employee's ability cannot be passed on to or matched by another new employee, it is essential for employers and organizations to retain employee talents in order to meet the difficulties of today's fierce global competition. Since it can impact organizational performance, employee turnover has become one of the most crucial challenges for the majority of 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).

Most of the research on job stress and burnout has been conducted in other industries, such as healthcare, education, and manufacturing. There is still a need for more research on the specific impact of these factors on turnover intention in the logistics industry. By filling these research gaps, we can gain a better understanding of the factors that contribute to job stress, burnout, and turnover intention in the logistics industry. This knowledge can then be used to develop interventions and policies that can help to reduce these factors and improve employee well-being and retention.

By studying job stress, burnout, and turnover intention, organizations can identify factors that contribute to these problems and develop interventions to address them. This study can help to improve employee well-being and retention, which can ultimately benefit the organization. Organizations can develop a comprehensive employee retention strategy that includes addressing job stress, burnout, and turnover intention. This strategy can help to improve employee well-being and retention, which can ultimately benefit the organization. Overall, studying job stress, burnout, and turnover intention among employees in the logistics industry is important because it can help organizations identify and address factors that contribute to these problems. 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 -*** The researcher used the descriptive correlation method to determine the relationship among the three variables. Descriptive research method is a simple research method, which describes and explains the existing phenomena, laws and theories through its own understanding and verification. It is a general account of various theories, and it is more about explaining other people's arguments, but it is essential in scientific research. It can directionally ask questions, reveal disadvantages, describe phenomena and present 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. In order to identify the respondents from the four enterprises, the proponent sent a request

letter to the institution to ask for the total number of teaching staff in the institution. The number of employees at the four companies ranges from 100 to more than 500. Company history from 25 years to 31 years. 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.

*Data Gathering Instrument -* The study made use of a survey questionnaire as the data gathering instrument. The questionnaire is divided into the following four components, which are evaluated according to the basic information of the respondents and different research variables. Part I: Demographic variables. By collecting the basic information of the respondents, the differences of job requirements, salary satisfaction, job burnout and turnover intention of employees with different individual characteristics were analyzed, including gender, age, marital status, education level and working years. 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: Job burnout scale. Refer to the MBI-GS scale revised by Li-Chaoping and Shi-Kan (2006) which measures three dimensions of job burnout, such as emotional exhaustion, cynicism and low sense of achievement, through 16 question items. The scale has been verified many times and has high reliability and validity in the Chinese context. Likert 4-point scale was used for assessment. The higher the score, the higher the degree of job burnout of frontline employees; otherwise, the lower the degree of job burnout. Part four: Turnover intention scale. Referring to Mobley's turnover intention scale, it mainly includes the following three topics: turnover intention, job satisfaction and emotional labor. The Likert 4-point scale is used for assessment. The larger the score, the higher the turnover intention of the employee; otherwise, the lower the turnover intention of the employee. The scale has been verified many times with good reliability and validity.

Based on the result of the reliability test, the Job Stress, Job Burnout, and Turnover Intention Instrument have an excellent consistency as exhibited by Cronbach's Alpha value of (.954). This was validated by the Excellent remarks from Job Stress (.944); 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), which shows that the instrument at hand passed the reliability index test.

*Data Gathering Procedure -* The researcher sought permission from the Human Resource Department heads to allow the employees to answer the questionnaire. The questionnaire was administered personally to the employees of the logistic firms. 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 -* Weighted mean and rank were used to assess the job stress as to Working load, Working time, Monotone Tasks; to determine job burnout as to emotional exhaustion, Depersonalization and Low sense of achievement; and to assess turnover intention as to Turnover Thinking, Intention to Quit and Emotional labor.

The result of Shapiro-Wilk Test showed that the p-values of all variables were less than 0.05, which means that the data set was not normally distributed. Therefore, Spearman rho was used as part of the non-parametric tests to determine the significant relationship. All analyses were performed using SPSS version 28.

## 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. When people feel like they are not achieving their goals or making progress in their careers, it can be very demoralizing. This can lead to a decrease in motivation, which can make it even harder to achieve goals. Over time, this can lead to feelings of burnout.

The study of Salgado (2013) proves that a low sense of achievement was associated with burnout. The study found that individuals who reported a low sense of achievement in their early 20s were more likely to experience burnout in their later years. Burnout was associated with physical and mental health problems. The study found that individuals who experienced burnout were more likely to report physical health problems, such as heart disease and diabetes, and mental health problems, such as depression and anxiety. A low sense of achievement mediated the relationship between burnout and physical and mental health problems. This means that a low sense of achievement was responsible for some of the association between burnout and physical and mental health

problems. The study also found that burnout was associated with a number of other factors, including job stress, lack of social support, and personality traits. However, a low sense of achievement was the strongest predictor of burnout in the study.

**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 displays the table on turnover intention and found 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 may experience turnover thinking to different degrees. Some employees may only think about leaving their jobs occasionally, while others may think about it frequently or even constantly. This difference in the level of turnover thinking can also lead to disagreement about whether or not it is an indicator of turnover intention.

A study by Wang et al., (2019) found that turnover thinking was not a significant predictor of turnover intention for employees who were high in job satisfaction. The study's findings suggest that employees who are satisfied with their jobs may be more likely to think about leaving their jobs without actually intending to do so. Findings of Lee and Allen (2017) found that turnover thinking was not a significant predictor of turnover intention for employees who were high in organizational commitment. The study's findings suggest that employees who are committed to their organization may be more likely to think about leaving their jobs without actually intending to do so.

As seen in Table 4, the computed rho-values ranging from 0.330 to 0.555 indicate a weak to moderate direct relationship between working load and sub-variables of job burnout. There was a statistically significant relationship between working load and sub-variables of job burnout because the obtained p-values were less than 0.01. Likewise, the computed rho-values ranging from 0.241 to 0.639 indicate a weak to strong direct relationship between working time and sub-variables of job burnout. There was a statistically significant relationship between working time and sub-variables of job burnout because the obtained p-values were less than 0.01.

Working load can lead to exhaustion. When employees are constantly working long hours or are given too much work to do, they can become exhausted. This can lead to physical and mental fatigue, which can contribute to the development of emotional exhaustion, one of the sub-variables of job burnout (Wang, 2019). Likewise, when employees feel like they are constantly under pressure and that their work is never done, they may start to become cynical about their job and their organization. This can contribute to the development of depersonalization, another sub-variable of job burnout (Lee,2017).

**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*

Furthermore, working time can lead to exhaustion. When employees work long hours, they can become physically and mentally fatigued. This can lead to emotional exhaustion, one of the sub-variables of job burnout. A study by Spector et al., (2016) found that employees who worked long hours were more likely to experience emotional exhaustion and depersonalization. The study's findings suggest that working long hours can lead to job burnout.

On the other hand, the computed rho-values ranging from 0.563 to 0.654 indicate that moderate to strong direct relationship between monotone tasks and sub-variables of job burnout, namely emotional exhaustion and depersonalization. There was a statistically significant relationship between monotone tasks and sub-variables of job burnout, namely emotional exhaustion and depersonalization, because the obtained p-values were less than 0.01. However, the computed rho-value of 0.008 indicates a very weak relationship between monotone tasks and a low sense of achievement. There was no statistically significant relationship between monotone tasks and low sense of achievement because the obtained p-value was greater than 0.01. Monotone tasks can lead to boredom. When employees are constantly doing the same thing over and over again, they can start to feel bored. This can lead to emotional exhaustion, one of the sub-variables of job burnout. (Bakker & de Vries (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).

As seen in Table 5, the computed rho values ranging from 0.241 to 0.651 indicate a weak to strong direct relationship among sub-variables of job stress and turnover intention. There was a statistically significant relationship between job stress and turnover intention because the obtained p-values were less than 0.01. Job stress can lead to dissatisfaction. When employees are feeling stressed, they may start to become dissatisfied with their jobs. This can lead to them thinking about leaving their jobs. Job stress can lead to burnout. When employees are feeling stressed for a long period of time, they may start to experience burnout. Burnout is characterized by emotional exhaustion, depersonalization, and a sense of reduced personal accomplishment. These symptoms can make it difficult for employees to continue working in their jobs, and can lead to them considering leaving.

**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 study of Spector, et al., (2016) found that the relationship between job stress and turnover intention was moderated by the national culture. In countries with a high-power distance index, job demands were more strongly associated with turnover intention. In countries with a high uncertainty avoidance index, job control was more strongly associated with turnover intention. The study's findings suggest that job stress is a significant risk factor for turnover intention. However, the relationship between job stress and turnover intention is complex and there are likely a number of factors that contribute to it.

**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*

As seen in Table 6, the computed rho-values ranging from 0.597 to 0.622 indicate a moderate to strong direct relationship between emotional exhaustion and sub-variables of turnover intention. There was a statistically significant relationship between emotional exhaustion and sub-variables of turnover intention because the obtained p-values were less than 0.01. Arslan et al., (2020) found that emotional exhaustion was positively associated with turnover intention. This means that employees who are more emotionally exhausted are more likely to consider leaving their jobs. The relationship between emotional exhaustion and turnover intention is complex, and there are likely a number of factors that contribute to it. However, the findings suggest that emotional exhaustion is a significant risk factor for turnover intention.

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. There was a statistically significant relationship between depersonalization and sub-variables of turnover intention because the obtained p-values were less than 0.01. The study of Alam et al., (2020) found that depersonalization was positively associated with turnover intention. This means that employees who are more depersonalized are more likely to consider leaving their jobs. The relationship between depersonalization and turnover intention is complex, and there are likely a number of factors that contribute to it. However, the study suggests that depersonalization is a significant risk factor for turnover intention.

However, the computed rho-values ranging from -0.005 to -0.110 indicate a very weak indirect relationship between a low sense of achievement and sub-variables of turnover intention. There was no statistically significant relationship between a low sense of achievement and sub-variables of turnover intention because the

obtained p-values were greater than 0.01.

**Employee Retention Strategy Framework**

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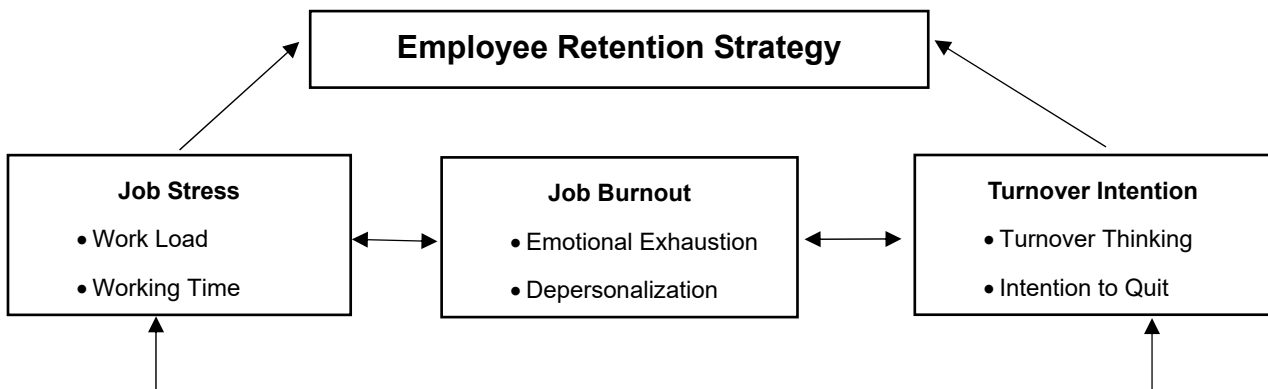
*Figure 1.* Employee Retention Strategy Framework

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 also have to develop a retention plan. The retention plan outlines the specific actions that the organization will take to improve employee retention. These actions can include providing competitive compensation, offering flexible work arrangements, and creating a positive work culture. In monitoring and evaluating the plan, the organization should track the effectiveness of its retention plan and make adjustments as needed. The employee retention strategy framework can be a valuable tool for organizations that want to keep their top talent. By following the framework, organizations can identify the drivers of employee retention, benchmark their retention rate, develop a retention plan, and monitor and evaluate the plan.

Some of the benefits of having an employee retention strategy framework include reduced turnover costs. The cost of replacing an employee can be significant, including the cost of recruiting, hiring, and training a new employee. A retention strategy can help to reduce turnover costs by keeping employees engaged and motivated. Another benefit is improved productivity. Engaged and motivated employees are more productive, which can lead to increased profits for the organization. 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. The study revealed disagreement on turnover thinking, intention to quit and emotional labor as factors of turnover intention. There is a highly significant relationship between job stress and job burnout. A significant relationship also was found between job stress and turnover intention. Job burnout and turnover intention also have high significant relationship. A comprehensive employee retention strategy framework is proposed.

By taking steps to reduce job stress, employers can help to improve employee well-being, productivity, and retention. Employers must offer flexible work arrangements, which could include things like telecommuting, flextime, or compressed workweeks. Encourage work-life balance. Employees need to be able to balance their work and personal lives. This means providing them with flexible work arrangements, such as telecommuting or flextime. It also means encouraging them to take breaks and to vacation. Promote a positive work environment: A positive work environment is one where employees feel valued and respected. This means creating a culture of trust and open communication. It also means providing opportunities for employees to learn and grow. Address burnout. If an employee is experiencing burnout, it is important to address the issue. This may involve providing the employee with counseling or with a change in their job duties. The Employee Retention Strategy framework can be used by HR Managers as inputs to decrease turnover intention.

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