

INVESTIGATION OF HUMAN RESOURCE PRACTICES, BURNOUT AND TURNOVER INTENTION

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Abstract

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Employee turnover is a persistent and significant challenge that many organizations are currently dealing with. High turnover rates negatively impact an organization's efficiency, success and performance as a whole. The purpose of this research is to examine the effect of burnout and human resources (HR) practices on employee turnover intentions. The study with a sample size of 165 was conducted in an organizational setting using convenience sampling and involved a sample of employees from various industries such as the medical industry, hospitality industry, banking industry, etc., using a quantitative research approach. A descriptive and causal-comparative research design was used to undertake the research. Data were collected using a structured questionnaire and analyzed using simple linear regression for impact assessment and step-wise regression was used to assess the mediating effect of burnout. The study found that burnout negatively and HR practices positively play a significant role in the turnover intention of employees. The study concludes that intervention in HR practices and burnout situations may help in improving employee turnover intention. Thus, the study finding supports managers in developing HR policies to reduce burnout experience and turnover intention of employees.

Keywords: Turnover Intention, Burnout, Human Resource Practices, Business Organizations

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1. INTRODUCTION

The purpose of this study is to examine the burnout and turnover intention issue in business organizations employing the pull and push theory. The likelihood of turnover can be predicted by both push and pull

factors, such as low compensation, untenable co-worker relationships, lack of career advancement, and bad supervisory relationships, as well as the promise of better pay and benefits, the nature of the work, and growth chances (Chowdhury, 2016). Employee turnover costs can be both visible and

invisible. Visible costs include exit payments, recruitment costs, relocation costs, temporary hire expenses, training and induction costs. Invisible costs include payroll administration expenses, productivity loss, missed deadlines, erosion of organizational knowledge, client estrangement, and excessive workload for remaining employees (Alkahtani, 2015).

Burnout is one of the significant push factors that can induce an employee to leave their employment (Wang et al., 2020; Scanlan & Still, 2013; Sasso et al., 2019). Burnout may cause the employee to feel drained, disillusioned, and unenthusiastic, increase turnover intention (Maslach & Leiter, 2022), and decrease job satisfaction (Kim & Stoner, 2008). Employees who demonstrate symptoms of burnout, also demonstrate decreased job performance and finally leave their jobs (Mobley et al., 1978; Wright & Cropanzano, 1998). In countries with sound social security systems such as Sweden and the Netherlands, burnout is also considered a medical diagnosis of one of three stress-related disorders that include distress as well as nervous breakdown, while Schaufeli et al. (2009) claimed that relegating burnout as a disease or disorder focuses on individual while burnout is a phenomenon that is induced by the organization (Moss, 2019). In the study of Segal (2022), it has been claimed that burnout is a worldwide phenomenon and cites McKinsey & Company when it stated that one out of three employees in Asia suffered from symptoms of burnout. Burnout is the most prevalent stress-related outcome followed by anxiety and depression (Pokhrel et al., 2020). Burnout in employees can be decreased by adopting appropriate human resource (HR) practices (Fan et al., 2014), which can help decrease turnover intention (Hong & Lee, 2016). Burnout in the Nepalese context has been extensively studied in the domain of psychiatry (Shrestha et al., 2021; Sharma et al., 2021), but limited literature measures the consequences of HR practices on burnout (Shrestha, 2022). However, research on the effect of HR practices on turnover intention within burnout employees is limited. Thus, the purpose of this study is to investigate the impact of burnout on turnover intention and reveal HR practices are effective in reducing turnover intention in employees when burnout is prevalent.

The structure of this paper is as follows. Section 2 reviews the relevant literature. Section 3 analyses the methodology that has been used to conduct empirical research on the impact of burnout on turnover intention. Section 4 deals with the analysis of data and their interpretation, as well as comparing the findings of the study with previous findings and discusses the previous and present findings. Section 5 concludes the study by drawing the meaning of the findings, recommending the application of findings to the managers and showing the avenues to future researchers.

2. LITERATURE REVIEW

2.1. Burnout and human resource practices

The turnover intention in employees is the employee's willingness to depart from her/his current position within a specified time period, which is one of the most important predictors of actual turnover

(Hom et al., 2017). Turnover intention and actual turnover are not the same. Turnover intention is an attitude while turnover is the actual annulment of employment relationships between employer and employee (Brockerman & Ilmakunnas, 2004). Employee turnover might be voluntary or involuntary. Voluntary turnover refers to the resignation of employees whom the employer wishes to retain, whereas involuntary turnover refers to the termination of undesirable people from the company (An, 2019). Voluntary turnover in employees may be unavoidable in situations such as the death of an employee or relocation; but voluntary turnover can largely be prevented by management actions (Iqbal, 2010).

According to Minbaeva (2005), HR practices are organizational practices geared towards the management of HR. Developing firm-specific competencies, complex social bonds and knowledge helps an organization sustain its competitive advantage (Otoo, 2019). HR practices are not solely the domain of HR departments in an organization, rather HR practices are the responsibility of insider agents (top management, line management, etc.) as well as agents outside the organization (Valverde et al., 2006). Guest (1997) advocated that recruitment, training, evaluation, rewards, job design, involvement, and status are all HR practices that can be linked to competitive advantage strategies, some other HR practices include career development and employee relations (Long et al., 2012).

Burnout is a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity, and this includes work with extensive client interaction, work that requires creativity, problem-solving, as well as mentoring. Employees who are suffering from burnout gradually lose the ability to make impactful contributions to their work (Schaufeli et al., 2009). Stressors related to high workload, high level of job control, lack of challenging work and growth opportunities, job characteristics, role problems, intensive social contacts, job insecurity, health risk, insufficient compensation, and poor social status can contribute to burnout in employees (Schaufeli & Peeters, 2000). The persistence of burnout in employees can be attributed to two distinct factors; imbalance of demands placed over resources allocated to the employee, and incompatibility between employees' personal values and organizations' values (Schaufeli et al., 2009).

2.2. Burnout and turnover intention

Burnout and turnover intention are closely associated (Scanlan & Still, 2019; Ahmad et al., 2021) and increase in burnout also increases turnover intention in employees (Hidayat & Agustina, 2020). Sasso et al. (2019) attempted to identify pull and push factors that induce turnover intention in nurses, upon sampling 3667 nurses, discovered burnout to be the major push factor behind turnover intention. A cross-sectional investigation done on physicians by Zhang and Feng (2011) established that all three components of burnout; depersonalization, emotional exhaustion, and diminished individual accomplishment have a significant relationship with turnover intention. Additionally, burnout has an immediate effect on the intention to leave. Özbağ

et al. (2014) upon completion of their study in 38 firms with 161 respondents concluded that employees who exhibit symptoms of burnout; exhaustion, cynicism, and less personal efficacy had greater turnover intention. In service-oriented industries, uncivil behavior in the workplace by service-takers contributed to burnout in frontline employees, and ultimately burnout led to turnover intention (Han et al., 2016). In a survey of 279 respondents conducted in Egypt's three- and four-star hotels, Burnout has been found to have a significant impact on turnover intention; additionally, burnout moderates turnover intention due to work stress (Salama et al., 2022).

In a sample of 429 respondents, the study established that the intention to leave an organization and emotional exhaustion, and burnout among employees were closely related (Kim & Lee, 2009). The study of 410 private employees in India revealed that burnout in employees can predict an employee's intention to leave (Srivastava & Agrawal, 2020). Demirdağ et al. (2020) studied the relationship between burnout levels of employees working in hotel establishments and their turnover intention and concluded that there is a moderate and positive relationship between the burnout levels of the participants and their turnover intention. Zhang et al. (2021) aimed to investigate whether job satisfaction and burnout acted as intermediaries between occupational identity and turnover intention and discovered that burnout experienced a direct positive effect on turnover intention in community health institution workers. A study of burnout and turnover intention among teachers, both male and female, revealed that the primary cause of burnout and turnover intention was stress related to work-family conflict leading to emotional exhaustion while students' misbehavior seemed to be a mild reason for stress among teachers causing burnout and turnover intention (Rajendran et al., 2020).

2.3. Human resource practices and burnout

In addition to the dissonance between work characteristics and employee characteristics, burnout can also be caused by too much work, lack of reward and an uncooperative work environment (Artha & Hidayat, 2019). A study of 119 respondents in China found that employees mostly show exhaustion symptoms of burnout when the management scarcely shows commitment to employees through HR practices (Sun & Pan, 2008). Artha and Hidayat (2019) concluded from their study of 160 employees with employment of at least one year that high workload, low reward, lack of social support, and fairness in treatment were predictors of employee burnout. For nurses in Nepal, the increased pressure of work due to time also increases the chances of burnout, along with administrative work, and dealing with relatives of the patients (Shrestha et al., 2021). Kloutsiniotis et al. (2022) examined the effect of four major HR practices, i.e., training and development, involvement in decision-making, employee autonomy, and information sharing along with transformational leadership on burnout. They discovered that optimal HR practices do indeed decrease burnout in employees. Sharma et al. (2021) assessed occupational burnout among medical doctors which revealed the presence of occupational burnout among respondents which

was attributed to the nature of the work and level of interactions doctors had with their clients. They prescribed autonomy of work, flexible schedules and social interaction as solutions to reduce burnout. In a study of 431 respondents, Shrestha (2022) explored the relationship between seven dimensions of decent work and job burnout. Dimensions of decent work included meaningful remuneration, opportunities, adequate working time and workload, and social protection; it was established that adequate remuneration, opportunities, and adequate workload can decrease burnout in employees.

2.4. Human resource practices and turnover intention

When employees feel that the organization show concern about their personal growth by providing training, fair and formal performance appraisal, and career advancement, employees are willing to stay longer with the organization (Hemdi & Nasurdin, 2006). However, when HR lacks sufficient skills, poor financial management skills, performance and profitability standards are misaligned, recognition for work is lacking, and shifts are too long; employees show intention to leave the company (Murphy et al., 2009). Among HR practices, career development opportunities and reward and recognition have a significant effect on the intention of an employee to quit as effective HR practices can directly decrease turnover intentions (Paul & Hung, 2018). HR practices (supervision, job training, and pay practices) had a negative effect on turnover, emphasizing the importance of providing good supervision, training, and pay practices to reduce employee turnover rates (Mudor, 2011). Pradhan (2019) studied the impact of HR practices on employee productivity and turnover in the Nepalese context. Data from 12 manufacturing companies and 23 service companies were taken and it was established that proper HR management decreased turnover intention of employees in Nepal.

Aburumman et al. (2020) focused primarily on the employee's turnover intention by examining factors that influence turnover intention, such as HR practices (compensation, performance appraisal, promotion, and training and development) and career satisfaction. HR practices and job satisfaction have a significant negative impact on employee turnover intentions. Gautam and Gautam (2022) found a significant positive relationship between occupational stress and turnover intention among Nepalese banking employees. The study also reveals that a healthy work environment encourages feelings of ownership, justice, and mutuality, they suggest that managers and supervisors should act as mentors to their employees in order to keep stress levels balanced and to promote career advancement. Gautam (2019) investigated the effect of comprehensive reward systems in Nepalese banks on employee motivation and turnover intention of employees. It was realized that remuneration, additional benefits, performance recognition, empowerment and career growth opportunities raise employee motivation which in turn decreases turnover intention in employees. Pokharel et al. (2022) analyzed the relationship between workplace bullying and employee turnover intention in Nepalese commercial banks. The study concluded that

workplace bullying and abusive supervision from supervisors increased turnover intention among employees. Additionally, it was also found that when supervision becomes more abusive the effect of workplace bullying on turnover intention also increased. In the process of studying the reasons for the increase in turnover intention in different commercial banks of Nepal, it was realized that financial rewards were most prioritized by the employees followed by career opportunities, other benefits, work environment, nature of work, transfers and relationships with co-workers (Chaudhary, 2022). Bista (2022) studied the impact of performance on work outcomes which included turnover intention. It was found that performance appraisal reduced the intention to leave among employees. When employees are satisfied with their compensation, variety of work is the most significant predictor of turnover intention (Chen et al., 2014).

2.5. Theoretical review: Pull and push theory

Push factors are the factors that encourage people to move away from their place of origin. Push factors such as, scarcity of work, increasing unemployment, natural disasters are considered negative since they

motivate people to leave the organization (Nimako & Ntim, 2013), similarly, lack of training, bad supervisory relations, low remuneration, heteronomy, unstandardized working conditions also increases turnover intention (Ali & Mohamad, 2018) and burnout (Scanlan & Still, 2013; Sasso et al., 2019; Wang et al., 2020). Pull factors draw employees to new employment, and include personal administrative support, better job characteristics, appreciation for work, a sense of autonomy, challenging work, and clear communication channels (Cregård & Corin, 2019). According to March and Simon (1958), employee turnover can be attributed to two factors; push factors and pull factors. Pull factors encapsulate the availability of better terms in alternative employment opportunities, while push factors are linked with the level of job satisfaction and organizational commitment (Choi & Park, 2020). Push factors are internal to the organization and include dimensions of work, achievement motivation, career growth opportunities, work schedule, work roles, supervision, and remuneration (Nair et al., 2016).

From the conclusion of the literature review theoretical framework has been developed (see Figure 1).

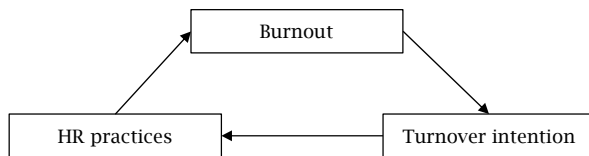
Table 1. Glimpses of empirical review (Part 1)

<i>Authors</i>	<i>Objective</i>	<i>Methodology</i>	<i>Findings</i>
Haldorai et al. (2019)	To establish the relationship of pull and push factors with turnover intention in hotel employees.	Quantitative method (questionnaire was prepared and distributed to 700 respondents, out of which 176 surveys were received).	Work overload is the most significant predictor of turnover in the short, medium, and long term.
Ahmad et al. (2021)	To assess the extent of employees' burnout level and their turnover intention.	Qualitative method (employees at operational level were interviewed with open-ended questions).	Burnout and turnover intention are closely associated.
Scanlan and Still (2019)	To explore the relationships between burnout, turnover intention and job satisfaction in relation to specific job demands and job resources present in the workplace.	Quantitative method (data was collected from 277 mental health personnel).	Job satisfaction, turnover intention and burnout are strongly correlated. Rewards and recognition, job control, and feedback are associated with burnout.
Artha and Hidayat (2019)	To determine the contribution that the workplace environment makes to the development of employee burnout and engagement experiences	Quantitative method (data was collected from 160 respondents, conveniently selected, structural equation modelling [SEM] was used for data analysis).	Too much work, lack of reward and uncooperative work environment can cause burnout in employees.
Hidayat and Agustina (2020)	To examine the relationship between employee engagement and turnover intention.	Quantitative method (questionnaire was prepared and data was analyzed by a multiple regression model).	Burnout has a significant positive impact on turnover intention.
Shrestha et al. (2021)	To access the level of burnout faced by healthcare workers in Nepal.	Quantitative method (cross-sectional method, and convenient sampling method).	Burnout and compassion satisfaction are negatively correlated. Time pressure, administrative work, and patient relations are directly correlated with employee burnout.
Wang et al. (2020)	To examine the relationships between job satisfaction, burnout and turnover intention.	Quantitative method (questionnaire was prepared based on Maslach Burnout Inventory, SEM was used).	Both job dissatisfaction and burnout increase turnover intention among employees. Job dissatisfaction also increases burnout among employees.
Pokhrel et al. (2020)	To assess the presence of burnout, depression and anxiety, along with their predictors.	Quantitative method, random sampling, and univariate and multivariate logistic regression were used.	Burnout is the most prevalent stress-related issue followed by anxiety and depression.
Kloutsiniotis et al. (2022)	To examine the impact of transformational leadership and HR practices on burnout.	Quantitative method, convenient sampling was used.	Both transformational leadership and HR practices reduce burnout among employees.

Table 1. Glimpses of empirical review (Part 2)

Authors	Objective	Methodology	Findings
Sharma et al. (2021)	To explore the burnout and correlates among medical doctors in Nepal.	Descriptive and inferential statistics (bivariate analysis and multiple linear regression). Purposive sampling was used with a sample size of 143.	Presence of moderate to severe levels of burnout among doctors. The burnout level depended upon the type of tasks performed by a doctor.
Shrestha (2022)	To explore the relationship between decent work and job burnout.	Quantitative method, descriptive statistics and inferential statistics were used.	All dimensions of decent work can decrease burnout in employees.
Pradhan (2019)	To study the impact of HR practices on employee turnover and productivity.	Quantitative method, descriptive and multiple linear regression was used.	HR practices decrease turnover and increase productivity in employees.
Gautam (2019)	To study the impact of comprehensive reward systems on employee motivation and turnover intention.	Quantitative method of data collection was used, the sample size was 200, and descriptive statistics and regression analysis were used.	Compensation, benefits, work-life balance, recognition, and career opportunities were major components of a comprehensive reward system. Comprehensive reward systems increase employee motivation which in turn decreases turnover intention.

Figure 1. Conceptual framework



Source: Ang et al. (2013).

3. RESEARCH METHODOLOGY

A descriptive and causal-comparative research design was used to examine the effect of *burnout* and *HR practices* on employee turnover intention. Descriptive statistics is used to illustrate the distribution of a sample, and inferential statistics; simple linear regression and stepwise regression were used to examine the impact of *HR practices* on employee turnover intention and mediation analysis was made using stepwise regression as followed by Kloutsiniotis et al. (2022) and Ang et al. (2013). The quantitative method was used based on the primary source of data collection. The literature suggests that the quantitative method of data collection is effective to measure the impact of *HR practices* and employee *burnout* on employee turnover intention (Artha & Hidayat, 2019; Wang et al., 2020; Kloutsiniotis et al., 2022). The tools used for data collection was a structured questionnaire that consists of three dimensions of burnout based on the Maslach Burnout Inventory, HR norms, possibilities for professional advancement, training and development, performance evaluation, compensation and recognition, and recruitment, selection, and intention to turnover (Hidayat & Agustin, 2020). The questions administered from Google Forms as well as in printed form range from 5 = Strongly disagree to 1 = Strongly agree. The sample was selected based on convenient sampling and the sample size was 165, based on burnout-related studies undertaken by Artha and Hidayat (2019) and Sharma et al. (2021) which both used similar sampling methods and sample sizes. Thus, the sample size is considered sufficient for further analysis. Respondents were taken from different industries such as hospitality, banking, medicine, information technology (IT), education and others which are considered the most stressful sectors in Nepal. The data analysis was made using

Statistical Package for the Social Sciences (SPSS) statistics version 25. Frequency tables were used as tools for descriptive analysis, and simple linear regression was done to assess the impact of the *HR practice* and *burnout* on the turnover intention, and stepwise linear regression was used for mediation analysis which is consistent with the methodology used by Ang et al. (2013). The methodology is tentative similar to the studies (Pradhan, 2019; Hidayat & Agustina, 2020; Shrestha, 2022; Kloutsiniotis et al., 2022) undertaken in the past.

4. RESEARCH RESULTS AND DISCUSSION

4.1. Demographic data analysis

Table 2 shows the distribution of gender in a sample of 165 individuals. The research is dominated by opinions of males who are 56.4% of the entire sample size, females compose 43.6% of the sample. Hence, the abstraction of the findings can be more applicable to male employees.

Table 2. Gender of respondents

Gender	Frequency	Percentage
Female	72	43.6
Male	93	56.4
Total	165	100.0

The age-wise profile of respondents is presented in Table 2. The distribution of employees age-wise shows that the results reached by the research are dominantly attributed to the input of young employees between the ages of twenty to thirty. The generalizations reached at the end of the research can be more applicable to younger employees.

Table 3. Age of respondents

Age group	Frequency	Percentage
20 to 25 years old	81	49.1
26 to 30 years old	63	38.2
31 years old and above	21	12.7
Total	165	100.0

The sample size is taken more from the banking industry but the sample size from other industries is tentatively similar. Therefore, it is claimed that the findings of the study can be applied across all industries.

Table 4. Industries-wise profile of respondents

Industries	Frequency	Percentage
Hospitality	22	13.3
Banking	41	24.8
Medicine	28	17.0
IT	22	13.3
Education	30	18.2
Other	22	13.3
Total	165	100.0

4.2. Regression analysis

Table 5 shows the model summary. Multiple coefficient of determination (R^2) = 0.33. It shows that 33% of the variation in turnover intention is explained by 2 independent variables, i.e., *HR practices* and *burnout*. Adjusted multiple coefficient of determination (Adjusted R^2) = 0.321. It states that 31.2% of turnover intention is explained by two

independent variables, i.e., *HR practices* and *burnout* after adjusting degree of freedom (df). The standard error of the estimate = 0.602 which means the average variation of the observed value of the dependent variable around its fitted equation is 0.64447.

Table 5. Model summary

R	R ²	Adjusted R ²	Std. error of the estimate
0.57	0.33	0.321	0.602

Table 6 reveals the findings of the fitness of the model. The model is fit with F at $(2.162) = 39.832$, $p < 0.000$. The degree of freedom = 2 denotes the number of independent variables in the model namely *HR practices* and *burnout*. The $p = 0.000$ denotes that the fitness of the model is significant and in conclusion, the suggested model is fit for further analysis.

Table 6. Table of analysis of variance for model fit testing

	Sum of squares	df	Mean square	F	Significance
Regression	28.945	2	14.473	39.832	0.000
Residual	58.862	162	0.363		
Total	87.807	164			

Table 7 illustrates multiple linear regression results for *burnout* and *HR practices* as independent variables, with turnover intention serving as the dependent factor. *Burnout* ($\beta = 0.526$) and *HR practices* ($\beta = -0.114$) were predictors of turnover intention. Statistically employee *burnout* is a significant

predictor ($p < 0.05$, $\beta = 0.544$) of turnover intention than *HR practices* ($p < 0.05$, $\beta = -0.116$). The findings indicate that employee *burnout* increases employee intention to leave, whereas employee intention to leave is decreased by the improvement in *HR practices*.

Table 7. Impact of HR practices on turnover intention

Variable	Unstandardized coefficients	Std. error	Standardized coefficients	T	Significance
Constant	2.099	0.315		6.659	0.00
<i>Burnout</i>	0.526	0.063	0.544	8.338	0.00
<i>HR practices</i>	-0.114	0.064	-0.116	-1.780	0.047

4.3. Mediation analysis

In Table 8, step 1 demonstrates how *HR practices* have a direct impact on turnover intention while step 2 shows the indirect effect of *HR practices* on inclination to leave when *burnout* acts as a mediating variable. In step 1, the multiple coefficient of determination (R^2) = 0.042 revealed that a 4.2% variation in turnover intention is explained by *HR practices*. The standard error of the estimate = 0.075 which means the average variation of the observed value of the dependent variable around its fitted equation is 0.075. The finding revealed that *HR practices* significantly predicted turnover intention negatively ($\beta = -0.201$, $p < 0.05$).

In step 2, the multiple coefficient of determination (R^2) = 0.33 revealed that 33% variation in the dependent variable; *HR practices* explain turnover intention while including employee *burnout*.

The change in variance when *burnout* is introduced in step 1 is 28.8% which is captured by $\Delta R^2 = 0.288$. When *burnout* is introduced as a mediating variable the regression weight of *HR practices* changes to -0.049 which is still significant and confirms partial mediation.

Step 1 establishes that *HR practices* significantly decreased turnover intention directly, and step 2 establishes that *HR practices* decrease *burnout* among employees and also fewer people intend to leave their jobs. The change in R^2 is highly increased after adding the *burnout* in step 2. Thus, the application of *HR practices* to reduce employee *burnout* may more substantially help to reduce employee turnover intention. The results imply that organizations are better off designing *HR practices* to decrease *burnout* among employees rather than designing *HR practices* to directly decrease turnover among employees.

Table 8. Regression analysis for mediation of *burnout* between *HR practices* and turnover intention

Variable	β	95% CI	Std. error β	β	R ²	ΔR^2
Step 1					0.042	0.042
Constant	3.98	[3.346; 4.498]	0.262			
<i>HR practices</i>	-0.201	[-0.350; -0.052]	0.075	-0.205		
Step 2					0.330	0.288
Constant	2.099	[1.476; 2.721]	0.315			
<i>HR practices</i>	-0.114	[-2.40; 0.12]	0.064	-0.049		
<i>Burnout</i>	0.526	[0.402; 0.651]	0.063	0.559		

Note: CI – Confidence interval.

4.4. Discussion

The results of the study show that HR practices and burnout significantly predict turnover intention, which indicates that the model partially predicts the relationship between turnover intention, HR practices, and burnout, i.e., turnover intention is determined by HR practices and burnout. The mediation analysis also shows that HR practices have a direct and indirect impact on turnover intention. The result of this study demonstrates that HR practices have a direct negative influence on turnover intention, which is consistent with the results of Aburumman et al. (2020). The results are similar because improvement in HR practices improves the commitment and satisfaction level of employees which will motivate the employees to remain in the organization. The study also established that burnout among employees is an important indicator of turnover intention, which was a similar conclusion drawn by Hidayat and Agustina (2020). Burnout and turnover intention have been found to have a strong positive relation, which is also consistent with the results disclosed by Ahmad et al. (2021) and Scanlan and Still (2019). The results are found similar in different contexts because burnout creates a specific type of workplace stress where employees feel dissatisfaction with their work and multiple levels of exhaustion including mental, physical and emotional that lead to quitting the job.

5. CONCLUSION

It is concluded that improvement in HR practices in different organizations reduces turnover intentions. It implies that if the organizations invest more in HR practices and practices best HR practices, it helps the organizations reduce the turnover intention of the employees. Similarly, intervention and improvement in confusing work responsibility, dysfunctional responsibility, and lack of leadership support known as employee burnout through management intervention can reduce the turnover intention of the employees. It implies that clarification in work responsibility, providing functional responsibility to employees and creating of supportive environment for employees can reduce turnover intention of employees.

Improving employee burnout rates and developing strategies for better HR management are two of a manager's most important responsibilities. Since increasing customer happiness is an organization's

primary purpose, it is a difficult undertaking that demands a lot of labor from employees. In certain cases, it may not be feasible or even viable to lower the need for workers. Instead, it may be preferable and more effective to increase the resources available to people on the job to reduce stress. Additionally, achieving a healthy work-life balance should be the most crucial factor receiving considerable attention as it may help employees avoid burnout and even lessen its bad effects. To address burnout issues, managers may therefore need to think about creating corporate-wide plans.

HR practices are woefully undervalued. Improving HR practices could be improved with little cost and yet are so rarely in practice. Various practices such as coaching, job rotation programs, and opportunities for experimentation also send a straightforward signal that management wishes to create a relational contract and a long-term relationship with employees. By offering advanced training programs, employees feel more attached to their workplace.

Employees' identification of their jobs and the company would be expressed and strengthened as a result. This could boost employees' satisfaction and fidelity while reducing turnover intentions. This research can also be helpful to managers since it highlights what causes burnout and turnover intentions, which are also emerging issues in every workplace recently. Hence, to avoid such issues, this research can be helpful.

The main shortcoming of this study is the sampling methodology employed. Convenient sampling has been used thus the scientific reliability of the data used can be limited. The variations in the data of the HR practices can be attributed to the different industries that have been included in the research. Future research can address these limitations by conducting a cross-sectional analysis while using cluster sampling on similar research topics. The present study did not address the individual differences among respondents such as personality. Further research is recommended addressing personality traits majorly neuroticism among respondents. Another limitation is the objectivity of the respondent's perception towards HR practices. If possible, future studies should assess actual HR practices to procure more objective data. The study's cross-sectional data set cannot establish patterns and trend lines. Future studies can focus on gathering either longitudinal data or panel data to detect trends among the variables used in the study.

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