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The Influence of Job Burnout on Turnover Intention of Delivery Guy: The Buffering Effect of Organizational Support

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Abstract

With the vigorous development of express delivery industry, the problems of work pressure and job burnout of express delivery brother are increasingly prominent. In this study, 293 courier brothers were investigated by questionnaire, and the influence of job burnout on turnover intention was discussed, and the buffering effect of organizational support was also investigated. Using structural equation model analysis, it is found that job burnout significantly positively predicts turnover intention, and organizational support plays an important buffering role in it, which can significantly reduce job burnout and then reduce turnover intention. In addition, organizational support has a direct negative impact on turnover intention. The research results show that enhancing organizational support is an effective way to alleviate the job burnout of courier brother and reduce turnover intention, which has important enlightenment and guiding significance for human resource management in courier industry.

Keywords

Delivery Guy; Job Burnout; Turnover Intention; Organizational Support.

1. Introduction

Today, with the rapid development of express delivery industry, as an important link between merchants and consumers, the working status of express delivery brother directly affects the quality and efficiency of express delivery service. However, due to factors such as high work intensity, high pressure and long working hours, Delivery guys are generally faced with the problem of job burnout, which not only affects their physical and mental health, but also may lead to high turnover rate, which in turn affects the stable development of the courier industry. As an important factor affecting employees' attitudes and behaviors, organizational support has gradually attracted attention in alleviating job burnout and reducing turnover intention. The purpose of this study is to explore the influence of job burnout of Delivery guy on turnover intention, and to investigate the buffering effect of organizational support in it, with a view to providing theoretical basis and practical guidance for human resource management in courier industry, helping enterprises to take effective measures to improve employees' job satisfaction and loyalty, reduce turnover rate and promote the healthy development of the industry.

2. Literature Review and Research Hypothesis

2.1. Job Burnout and Turnover Intention

In the research field of job burnout and turnover intention, many scholars have conducted in-depth discussions from different occupational groups. Zhang et al focused on primary health workers, and found that job burnout and depressive symptoms were interrelated, and both of them positively predicted turnover intention, indicating that primary health workers were prone to depression when they experienced job burnout, thus enhancing their turnover

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intention [1]. Ma et al, taking kindergarten teachers as the research object, pointed out that job burnout has a significant impact on turnover intention, and emotional perception plays an intermediary role in it, indicating that job burnout of kindergarten teachers may change turnover intention by affecting their emotional perception [2]. Li et al' s research on rural teachers also shows that job burnout will significantly enhance rural teachers' turnover intention. These studies reveal the complex and close relationship between job burnout and turnover intention from the perspective of practitioners in different industries and working environments, which provides a multi-dimensional perspective for understanding this phenomenon and a theoretical basis for the management and intervention of relevant professional groups [3]. Therefore, this study puts forward the following assumptions:

H1: Job burnout has a significant positive impact on turnover intention.

2.2. Job Burnout and Organizational Support

In the research field of job burnout and organizational support, scholars have conducted in-depth discussions from different industries and angles. Xiang et al found that perceived organizational support has a significant negative predictive effect on job burnout, that is, the higher the level of organizational support, the lower the degree of job burnout of physical education teachers. Specifically, organizational support can improve teachers' teaching efficiency, reduce the consumption of emotional labor, and finally effectively alleviate job burnout [4]. This study reveals the mechanism that organizational support indirectly affects job burnout by influencing teachers' internal psychological state and work behavior. Hong found that when employees perceive higher organizational support, the public service motivation can alleviate job burnout more significantly [5]. This shows that organizational support can not only directly affect employees' job burnout, but also further reduce job burnout by enhancing employees' intrinsic motivation. This discovery emphasizes the dual role of organizational support in stimulating employees' enthusiasm and reducing job burnout. Liu et al reached a similar conclusion in the study of medical staff in Shenzhen 3A public hospitals. It is found that perceived organizational support is negatively correlated with job burnout of medical staff. In the high-intensity working environment, medical staff have a high sense of job burnout, and organizational support can significantly alleviate this sense of burnout [6]. This shows that organizational support plays an important role in maintaining the enthusiasm and mental health of medical staff in the medical industry. These studies jointly reveal the positive influence of organizational support on job burnout in different occupational groups, which provides a useful reference for organizational management. Therefore, this study puts forward the following assumptions:

H2: Job burnout has a significant negative impact on organizational support.

2.3. Organizational Support and Turnover Intention

In the research field of organizational support and turnover intention, scholars have revealed the important influence of organizational support on employee turnover intention through empirical research of different occupational groups. Xiao et al found that perceived organizational support has a significant negative impact on turnover intention, that is, the higher perceived organizational support, the lower turnover intention [7]. This shows that organizational support directly affects teachers' turnover intention. Feng and Li studied the turnover intention of children social workers and found that organizational support has a significant impact on turnover intention. Among them, organizational support indirectly reduces the turnover intention of children social workers by strengthening organizational identity and collective psychological ownership [8]. This shows that organizational support can not only directly affect employees' turnover intention, but also further reduce employees' turnover intention by enhancing their sense of identity and psychological ownership of the organization. He et al paid attention to young nurses and found that perceived organizational

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support had a significant negative impact on turnover intention. Specifically, organizational support can reduce their turnover intention. Taken together, these studies consistently show that organizational support has a significant negative impact on turnover intention [9]. These findings provide an important reference for organizational managers, suggesting that by improving the level of organizational support, they can effectively reduce employees' turnover intention, and then improve the stability and performance of the organization. Therefore, this study puts forward the following assumptions:

H3: Organizational support has a significant negative impact on turnover intention.

2.4. The Mediating Role of Organizational Support between Job Burnout and Turnover Intention

In the research on the mediating role of organizational support, scholars have revealed the complex mediating mechanism of organizational support among various job-related variables through empirical research in different situations and occupational groups. Qian et al studied the influence of trade union practice in non-public enterprises on employees' task performance, and found that organizational self-esteem played an intermediary role in it [10]. This shows that trade union practice can improve task performance by enhancing employees' organizational self-esteem, and the strength of organizational support atmosphere will further affect the effect of this process. Mao and Ya found that perceived organizational support played a role in it [11]. This shows that nurses who perceive higher organizational support can better maintain their mental health in a high-pressure and burnout working environment, indicating that organizational support plays an important role in alleviating the negative impact of work pressure and burnout on mental health. Chen studied the influence of job burnout on turnover intention of teachers in special education schools, and found that perceived organizational support played an intermediary role in it [12]. This shows that job burnout increases turnover intention by reducing teachers' perceived organizational support. These studies consistently show that organizational support plays an important intermediary role between job stress, job burnout and mental health, turnover intention and other variables, which provides an important theoretical basis for understanding employees' psychological and behavioral responses in complex working environment. Therefore, this study puts forward the following assumptions:

H4: Organizational support plays a significant mediating role between job burnout and turnover intention.

To sum up, this study puts forward a conceptual framework of job burnout and turnover intention mediated by organizational support, as shown in Figure 1.

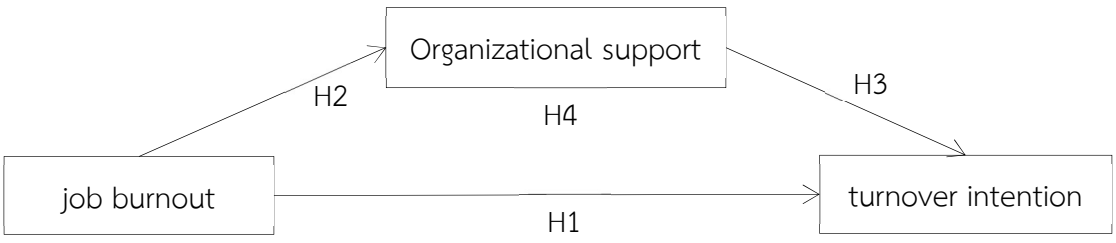


Figure 1. Conceptual Framework

3. Research Design and Methods

3.1. Questionnaire Design

This questionnaire aims to deeply understand the relationship among job burnout, turnover intention and organizational support of Delivery guy. The questionnaire is divided into two

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parts. The first part is the basic information, covering the basic information such as the age, gender and working years of the Delivery guy, so as to better analyze whether there are differences between different groups. The second part is the scale topic of three variables, which are aimed at job burnout, turnover intention and organizational support respectively. These scales are not fabricated out of thin air, but draw lessons from the mature scales of previous scholars and make appropriate adjustments in combination with the characteristics of the express delivery industry to ensure their accuracy and applicability. The questionnaire is in the form of Likert 5 scale, ranging from "very different" to "very agree", so that respondents can clearly express their attitudes and feelings. See Table 1 for the specific questions of the scale. Each question has been carefully designed to capture the real experience and psychological state of the Delivery guy at work comprehensively and accurately, thus providing reliable data support for the follow-up research.

Table 1. Questionnaire Scale

Variable	Item	References
Job burnout	**I can effectively solve the problems that arise in my work.**	**Li & Shi [13]**
	I feel that I am making a useful contribution to the unit.	
	Work makes me feel exhausted.	
	Work is stressful for me.	
Organizational support	**When I encounter difficulties in my work, the company will try its best to help me.**	**Zuo [14]**
	Enterprises will respect my goals and values.	
	The enterprise will try its best to provide me with a good working environment.	
	The enterprise will try its best to provide me with the relevant training needed for my job.	
Turnover intention	**I often have the idea of leaving my present company.**	**Wang [15]**
	I am actively looking for new job opportunities.	
	I plan to develop in this unit for a long time.	
	I don't think there is any future for the company to continue working at present.	

3.2. Data Collection

In the process of data collection, the survey object is clearly the Delivery guy of SF Express. With the help of the test paper star platform, 300 questionnaires were distributed. As a convenient online survey tool, Questionnaires can quickly push the questionnaire to the target group, and at the same time, it is convenient for the Delivery guy to fill it out according to his own schedule. After the questionnaire was distributed, 293 valid questionnaires were collected, with a recovery rate of 97.7%. This high recovery rate reflects the Delivery guy's high enthusiasm for participating in this kind of survey, and also ensures the universality and effectiveness of the collected data, which provides a sufficient and reliable sample basis for further in-depth analysis of the interaction between Delivery guy's job burnout, turnover intention and organizational support.

4. Data Analysis and Results

4.1. Reliability and Validity Analysis

(1). Reliability analysis

According to the reliability analysis results of the questionnaire in Table 2, it can be seen that Cronbach's Alpha values of three variables, namely job burnout, organizational support and turnover intention, are all above 0.7, indicating that the questionnaire has good internal consistency reliability. Specifically, the Cronbach's Alpha value of job burnout is 0.810, which

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shows that there is a high correlation between the topics of the scale, and it can reliably measure the degree of job burnout of Delivery guy. Cronbach's Alpha value of organizational support is 0.756, which is slightly lower than job burnout, but still within an acceptable range, indicating that the scale can better reflect the courier's perception of organizational support. The Cronbach's Alpha value of turnover intention is 0.763, which also shows that the scale has good reliability. On the whole, Cronbach's Alpha values of these three variables are all above 0.7, which shows that the questionnaire as a whole has good reliability and can be used for further empirical research, analyzing the influence of job burnout of Delivery guy on turnover intention, and exploring the buffering effect of organizational support.

Table 2. Reliability Analysis of Questionnaire

Variable	Cronbach's Alpha
Job burnout	0.810
Organizational support	0.756
Turnover intention	0.763

(2). Validity analysis

Combined with the questionnaire validity analysis results in Table 3, the validity of the study can be evaluated. The suitable measurement of KMO sampling is 0.801, which is higher than 0.7, indicating that the data is suitable for factor analysis, indicating that the questionnaire design is reasonable and can better reflect the internal relationship between the variables studied. In addition, the approximate chi-square value of Bartlett's sphericity test is 1642.584, the degree of freedom is 541, and the significance level is 0.000, far less than 0.05, which indicates that there is significant correlation between variables and it is suitable for factor analysis. These results show that the questionnaire can effectively measure the three variables of job burnout, organizational support and turnover intention of Delivery guy, and has good structural validity. These validity analysis results provide a solid foundation for the follow-up empirical research, and help to deeply explore the influence of job burnout on turnover intention of Delivery guy and the buffering role of organizational support in it.

Table 3. Validity Analysis of Questionnaire

KMO sampling suitability quantity		0.801
Bartlett sphericity test	**Approximate chi-square**	1642.584
	Freedom	541
	Significance	0.000

4.2. Descriptive Statistical Analysis

In this study, the basic information of 293 respondents was collected in order to better understand the sample characteristics. This information includes age, gender and working years. The age distribution shows that most of the respondents are between the ages of 25 and 35, accounting for about 60%, followed by the age group of 36 to 45, accounting for about 25%, while the Delivery guy over 46 accounts for about 15%. In terms of gender distribution, male Delivery guys account for the vast majority, accounting for 90%, while women only account for 10%. This may be related to the characteristics of high labor intensity and irregular working hours in the express delivery industry. The distribution of working years shows that Delivery guys who have worked for one to three years account for the highest proportion, about 40%, followed by three to five years, accounting for about 30%, while Delivery guys who have worked for more than five years account for about 20%, and new Delivery guys who have worked for less than one year account for about 10%.

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4.3. Correlation Analysis

In this study, the correlation analysis of three variables is carried out, and the analysis results are shown in Table 4. The correlation coefficient between job burnout and turnover intention is 0.715, which is significant at the level of 0.01, indicating that the higher the degree of job burnout, the stronger the turnover intention of Delivery guy. At the same time, the correlation coefficient between organizational support and turnover intention is -0.803, which is also significant at the level of 0.01, indicating that organizational support can significantly reduce the turnover intention of Delivery guy. In addition, the correlation coefficient between job burnout and organizational support is -0.531, which is also significant at the level of 0.01, which shows that Delivery guys are more likely to have job burnout when their perceived organizational support is low. These results show that organizational support plays a buffering role between job burnout and turnover intention, that is, when organizational support is high, the influence of job burnout on turnover intention will be weakened. This discovery has important practical significance for express delivery companies, suggesting that they need to pay attention to improving organizational support to alleviate the job burnout of express delivery brother and reduce his turnover intention, thus improving the stability and job satisfaction of employees.

Table 4. Correlation Analysis of Variables

Variable	Job burnout	Organizational support	Turnover intention
Job burnout	**1**		
Organizational support	-0.531**	**1**	
Turnover intention	0.715**	-0.803**	**1**

*P<0.05,**P<0.01

4.4. Structural Equation Model Analysis

(1). Path analysis

Path analysis is a statistical method used to analyze the direct and indirect relationships between variables. According to the data in Table 5, we can analyze the relationship among job burnout, organizational support and turnover intention of Delivery guy. For hypothesis H1, that is, the direct influence of job burnout on turnover intention, the path coefficient test results show that the standardized coefficient is 0.364, the non-standardized coefficient is 0.321, the standard error is 0.035, the critical ratio (C.R.) is 3.152, and the P value is 0.002, which is less than the significant level of 0.01, indicating that job burnout has a significant positive influence on turnover intention, supporting hypothesis H1. For hypothesis H2, that is, the influence of job burnout on organizational support, the data show that the standardized coefficient is -0.254, the non-standardized coefficient is -0.264, the standard error is 0.064, the C.R. value is 2.641, and the P value is 0.000, which is less than the significance level of 0.001, indicating that job burnout significantly negatively affects organizational support and supports the H2 hypothesis. For hypothesis H3, that is, the influence of organizational support on turnover intention, the data shows that the standardized coefficient is -0.389, the non-standardized coefficient is -0.248, the standard error is 0.043, the C.R. value is 2.796, and the P value is 0.00, which is less than the significance level of 0.001, indicating that organizational support significantly negatively affects turnover intention and supports hypothesis H3. These results show that organizational support plays a buffering role between job burnout and turnover intention, which verifies the research hypothesis.

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Table 5. Path Coefficient Test of Structural Equation Model

Suppose	Path			Standardization Coefficient	Non-Standardized Coefficient	S.E.	C.R.	P	Conclusion
H1	Job burnout	--->	Turnover intention	0.364	0.321	0.035	3.152	0.002	support
H2	Job burnout	--->	Organizational support	-0.254	-0.264	0.064	2.641	0.000	support
H3	Organizational support	--->	Turnover intention	-0.389	-0.248	0.043	2.796	0.00	support

***p<0.001; S.e.: standard error; C.R.: critical ratio.

(2). Intermediary effect

Mediating effect analysis is used to explore whether one variable plays a bridge role between the other two variables. The test results in Table 6 show that job burnout has a direct effect on organizational support, the effect value is 0.165, the 95% confidence interval is [0.054, 0.235], and the P value is 0.000, indicating that job burnout has a significant positive impact on organizational support. At the same time, the indirect effect of job burnout on turnover intention through organizational support is -0.264, the 95% confidence interval is [0.061, 0.315], and the P value is 0.008, which indicates that organizational support plays a significant mediating role between job burnout and turnover intention. Combining direct and indirect effects, the total effect of job burnout on turnover intention is -0.264, the 95% confidence interval is [0.051, 0.215], and the P value is 0.000, which further confirms the mediating effect of organizational support. These results show that organizational support not only directly affects the turnover intention of Delivery guy, but also plays a buffering role between job burnout and turnover intention, supporting the establishment of hypothesis H4.

Table 6. Test Results of Intermediary Effect

Path	Effect type	Effect value	Bootstrapping 1,000 times 95% CI		p
			Lower	Uper	
Job burnout-> organizational support-> turnover intention.	Direct effect 1	0.165	0.054	0.235	0.000
	Indirect effect 1	-0.264	0.061	0.315	0.008
	Total effect 1	-0.264	0.051	0.215	0.000

5. Conclusion

The results of this study show that there is a significant positive correlation between job burnout and turnover intention, that is, the higher the degree of job burnout, the stronger the turnover intention of Delivery guy. At the same time, organizational support plays an important buffering role in this process, which can significantly reduce job burnout and then reduce turnover intention. In addition, organizational support also has a direct negative impact on turnover intention, indicating that even under the condition of controlling job burnout, the enhancement of organizational support can reduce turnover intention. These findings emphasize the key role of organizational support in alleviating job burnout and reducing turnover intention of Delivery guy, and provide practical guidance for human resource management in courier industry. Express companies should pay attention to improving the level of organizational support, and reduce employees' job burnout and turnover intention by improving the working environment, providing necessary training and support, and enhancing employees' sense of identity and belonging to the organization, so as to improve employees' job satisfaction and organizational stability. The research also shows that organizational support can not only directly affect employees' turnover intention, but also alleviate the influence of job

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burnout on turnover intention through mediation, which is of great significance for understanding and improving employees' work experience.

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