



Research Article

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From Research to Insights: A Review of Literature on Personal Values, Work-Life Balance, and Job Fit in Understanding Turnover Intentions

Jing Zhou^{1,2*}

Hooi Sin Soo¹

Azelin Binti Aziz¹

¹School of Business Management,
Universiti Utara Malaysia,
Sintok, 06010,
Kedah Darul Aman,
Malaysia

²Guizhou Communications Polytechnic,
Guiyang City 551400,
Guizhou Province,
China

*Corresponding Author

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Abstract

Employee turnover remains a critical concern for organizations worldwide, impacting productivity, morale, and organizational performance. The primary objective of this review paper is to investigate the interconnections between personal values, work-life balance, job fit, psychological strain, job burnout, and employee turnover. By examining the mediating roles of psychological strain and job burnout, the study aims to explain the underlying mechanisms driving turnover intentions. Furthermore, the paper seeks to identify gaps in past research and propose directions for future studies in this domain. This review paper adopts a systematic literature review approach, analyzing a total of 200 research papers sourced from various academic databases. Through a rigorous screening process, 60 papers were selected based on their relevance to the study objectives. The selected papers encompass a diverse range of empirical studies, theoretical frameworks, and conceptual discussions on the topic of interest. The findings of this review paper highlight the significant impact of personal values, work-life balance, and job fit on employee turnover. Moreover, the study elucidates the mediating roles of psychological strain and job burnout in the relationships between these variables and turnover intentions. By synthesizing past research, the paper provides insights into the complex dynamics influencing employee turnover and identifies avenues for future research. This review paper contributes to the existing body of knowledge by offering a comprehensive synthesis of the literature on the relationships between personal values, work-life balance, job fit, psychological strain, job burnout, and employee turnover.

Keywords: Employee turnover, Personal values, Work-life balance, Job fit, psychological strain

1. Introduction

Employee turnover impacts productivity, balance, and performance worldwide (Hoare & Vandenberghe, 2022). Due to the dynamic and competitive workplace, organizations must understand employee turnover and its causes (Stamolampros et al., 2019). Understand psychological and environmental elements that influence employee turnover is becoming more significant (Aman et al., 2023; Anand, 2022). Companies recognize employee retention goes beyond pay and benefits (Ring et al., 2023). It also requires combining company values with employee values, achieving a good work-life balance (Khajoei et al., 2022), and matching job roles to employees' skills and potential (Asgar, 2020). Our study addresses the growing need for a rigorous assessment of these issues to provide theoretical insights and practical implications for organizations confronting personnel turnover. Personal values affect corporate employees' attitudes and conduct, according to Sainju et al. (2021) and Cherif (2020). Job satisfaction and commitment rise when employees' values match the company's (Indrayani et al., 2023), affecting their stay or leave. Dodanwala and Ekingen (2023) discovered that work-related pressures increase turnover intentions, underlining the need of work-life balance in employee turnover. Understanding work-life balance is essential for improving employee well-being and reducing turnover in a continuously changing workplace (Stewart et al., 2023). Bourlakis et al. (2023). Work fit impacts turnover intentions, say Kakar and Hafni (2023). Job satisfaction and commitment are increased when abilities, competencies, and work needs match, reducing job seeking (Cook & Gilin, 2023).

This study shape has been very well researched, revealing staff turnover trends (Lyons Bandura, 2021; Q. Wang & Wang, 2020; Zhang et al., 2023). De Jager (2023) located those matching personnel' values with the company will increase process pleasure and commitment and decreases turnover intentions. Ahmed and Ergun determined that inadequate work-life stability generates pressure and fatigue, making employees greater willing to cease. Work fit influences work delight, business dedication, and turnover (Hafni et al., 2023; Masykuroh & Muafi, 2021). Previous research provides valuable insights (Bourlakis et al., 2023; Brewer, 2023; Dodanwala, 2023; Guzeller & Celiker, 2020; Hafni, 2023), yet significant gaps remain, driving future research This study fills this gap by studying how psychological strain and job burnout affect personal values, work-life balance, job fit, and turnover. Recent research has focused on character interactions without addressing the holistic framework proposed in this paper. This study examines how personal values, work-life balance, and job fit affect turnover intentions, with mental stress and job burnout as mediators.

This study aims to consolidate current knowledge on the intricate connections between personal values, work-life balance, physical well-being, mental stress, job burnout, and employee turnover. The study aims to achieve many objectives by examining and using results from studies beyond empirical research (Table 1). The primary goal is to offer a comprehensive review of the theoretical frameworks and empirical data related to each of these factors. This research aims to provide insights into the individual contributions of personal values, work-life balance, and job fit to employee turnover through synthesis. The study aims to explore the interdependence of various factors in organizational settings. The research aims to elucidate the intricate dynamics that influence turnover intentions by analyzing the interplay between private values, work-life balance, and job fit. The study aims to investigate the mediating roles of psychological strain and job burnout in the correlations between these variables. The research aims to enhance our understanding of the fundamental factors that cause employee turnover through this assessment.

Table 1: Research Objectives and Research Questions\

Research Objective	Research Questions
Explore the relationships between personal values, work-life balance, job fit, psychological strain, job burnout, and employee turnover.	What is the association between personal values and employee turnover?
	How does work-life balance influence employee turnover?
	What is the impact of job fit on employee turnover?
	How does psychological strain mediate the relationship between personal values and employee turnover?
	How does psychological strain mediate the relationship between work-life balance and employee turnover?
	How does psychological strain mediate the relationship between job fit and employee turnover?
	How does job burnout mediate the relationship between personal values and employee turnover?
	How does job burnout mediate the relationship between work-life balance and employee turnover?
	How does job burnout mediate the relationship between job fit and employee turnover?

This study aims to offer several significant insights in terms of contribution. The primary goal is to provide a comprehensive framework that takes into account the combined influence of personal values, work-life balance, and job fit on employee turnover. This shift from isolated assessments of these factors aims to provide a more comprehensive perspective to the current body of knowledge. The study aims to contribute by investigating the mediation factors of psychological strain and task fatigue. The research aims to enhance current ideas and provide a more profound understanding of the intricacies of employee turnover by examining these fundamental methods. The results of this study are anticipated to provide insights for enhancing organizational tactics to improve employee retention. By acknowledging the interrelatedness of personal values, work-life balance, and job well-being, organizations may customize interventions to enhance job satisfaction, wellness, and commitment. Identifying psychological stress and activity burnout as mediating factors provides practical insights for enhancing focused interventions to address these specific components, therefore fostering a work environment conducive to employee retention.

2. Literature Review

Table 2 shows some of the operational definitions of variables. They include personal values, work-life balance, job fit, psychological strain, job burnout, and employee turnover.

Table 2: Operational Definitions of Variables

Variable	Operational Definition
Personal Values	The beliefs, principles, and ethical standards that individuals hold personally, influence their behaviors, decisions, and attitudes within the organizational context.
Work-Life Balance	The equilibrium between an individual's professional responsibilities and personal life commitments is characterized by the ability to manage work demands while addressing personal needs and maintaining overall well-being.
Job Fit	The alignment between an individual's skills, abilities, and preferences with the requirements and responsibilities of their job role within the organizational context, contributes to job satisfaction and performance.
Psychological Strain	The emotional and psychological distress experienced by individuals due to perceived incongruence between personal values, work-life balance, or job fit and the demands of their job, leads to feelings of stress, anxiety, and potential burnout.
Job Burnout	A state of chronic physical and emotional exhaustion, depersonalization, and reduced personal accomplishment resulting from prolonged exposure to work-related stressors, ultimately affecting an individual's well-being and potentially influencing turnover intentions.
Employee Turnover	The intention or actual act of employees leaving the organization is influenced by factors such as personal values, work-life balance, job fit, psychological strain, and job burnout.

2.1 Personal Values and Employee Turnover

Personal values are people's underlying beliefs, ideas, and morals. Cultural, social, and individual factors strain behavior and decision-making in work and other parts of life. Personal values affect job satisfaction, organizational commitment, and workplace well-being (Wieneke et al., 2019). Employees who feel their values fit the companies have a better feeling of purpose, which increases job happiness (W. Wang et al., 2020). Employee turnover and personal values have been studied extensively, improving our understanding of the dynamics. When personal values match organizational values, turnover intention is negatively correlated with it, according to Ogunyemi, (2020). According to studies, employees who felt a strong link between their values and the company were less inclined to resign. Hussain et al., (2020) observed inconsistent results, suggesting external influences may affect turnover intention and personal values. Aligning with business values affected turnover intentions, although work fit and expected personal and professional progress influenced personal values (H. Wang & Klassen, 2023). Even with substantial empirical research, the intricate relationship between employee turnover and personal values is poorly understood. Corporate culture's impact on individual values and turnover is seldom studied. Exploring how organizational context affects correlation is worthwhile. Many earlier research used quantitative methodologies, including self-report questionnaires. Few qualitative studies examine employees' real-life experiences, which might help us understand how personal values evolve and how they affect turnover intentions (Cherif, 2020). Personal values and personality qualities may affect turnover intention, although previous research has generally ignored this hypothesis. Examining these moderating factors may help explain the complicated relationship between turnover intentions and personal values.

2.2 Work-Life Balance and Employee Turnover

Work-life balance is the balance between work and personal life. It emphasizes work-life balance to boost well-being. Work-Life Balance is important for individuals and corporations in today's workplace, as technology and cultural values are changing. A strong work-life balance improves job satisfaction, retention, and turnover intentions (Sainju et al., 2021). Significant empirical research has examined the link between employee turnover and work-life balance. A negative link between turnover intentions and perceived work-life balance was shown by Haar & Brougham, (2022). Employees with a good work-life balance have lower turnover. Organizational strategies including supportive management and flexible work arrangements improve work-life balance and reduce employee turnover, according to Yu et al., (2022). Uzdil et al., (2023) indicate that work-life balance and turnover may rely on job features and personal preferences. Work-life balance may be more important to high-demand workers, influencing the link between the two elements. Previous empirical research has shed light on the link between work-life balance and turnover, but much remains unknown (Santhanam et al., 2021). Most work-life balance research uses questionnaires, ignoring personal experiences. A detailed investigation of workers' daily attitudes and work-life balance management may reveal its impact on turnover intentions (Ahmad, 2022). There is little longitudinal research on work-life balance and employee turnover (Herliana et al., 2021). comprehension of how work demands, individual circumstances, and organizational laws impact this connection helps improve comprehension. Little attention has been paid to how cultural and contextual factors may moderate the work-life balance-turnover relationship. Cross-cultural studies and industrial dynamics may help us understand this connection's variation.

2.3 Job Fit and Employee Turnover

Employment fit is how well a person's skills, traits, and abilities match a job. It emphasizes an employee's suitability for the job based on their qualifications. Job fit defines how effectively a person can contribute to business goals, which is vital for employee satisfaction and productivity (Bhatt et

al., 2024). Work fit affects employee turnover since a mismatch between two roles can lead to dissatisfaction and a desire to leave. Research repeatedly reveals that job function congruence reduces job turnover intentions. (Krishnan et al., 2023) discovered a positive association between perceived work fit and job satisfaction, suggesting that individuals who believe their talents match their job needs are less likely to quit. Work fit positively affects turnover intentions beyond happiness, according to a study. (Aman-Ullah et al., 2022) discovered that a good job fit reduces the likelihood of quitting and increases corporate loyalty. This double effect shows how job fit and turnover are complex. Previous empirical investigations have contributed to the relationship between job fit and employee turnover, but questions remain (Bourlakis et al., 2023). Not addressing contextual factors that may impact work fit and turnover intentions is a serious issue. Business culture, industry dynamics, and the economy may impact this connection. We can establish when job fit affects turnover most by examining these moderating elements (Florek-Paszowska & Hoyos-Vallejo, 2023). Job fit and turnover have been studied cross-sectionally many times. A comprehensive study on work fit and turnover intentions may show how organizational structure, job demands, and personal growth affect this relationship (Asghar et al., 2020). Few studies have examined job fit in varied work contexts and types. Studying how well people's job fits their careers, sectors, and employment levels may improve findings and lead to remedies.

2.4 *Psychological Strain as a Mediator between Personal Value and Employee Turnover*

Mind and emotion are strained in tough work environments. Onerous job duties, employment instability, and interpersonal concerns may cause emotional exhaustion, anxiety, and excess. Psychological strain, which might cause someone to resign due to personal values, is a major factor in employee turnover. Interesting results have been found when studying how psychological strain affects employee turnover and personal values. Psychological strain, driven by personal values, greatly affects turnover intentions (Obeng et al., 2021). Employees who have contradictory personal values and business values are more likely to depart. Psychological strain is linked to values like obeying firm mission statements and ethical issues. (Heikkilä et al., 2023) showed that a mismatch between organizational regulations and employees' ethical values causes psychological strain and increased turnover. Our understanding of how psychological strain affects personal values and turnover intentions is still developing, but previous research has provided important insights. There is little research on personality traits and individual attributes that may affect turnover, psychological strain, and personal values (Brewer, 2023). Resilience, coping methods, and personality traits may help explain mediation. Many studies employed self-report assessments, raising concerns regarding methodological errors and subjectivity. Include objective metrics or multiple-source evaluations to strengthen and verify results and better understand the relationship. Insufficient study exists on mediation's temporal dynamics. Longitudinal studies can reveal how turnover intentions, psychological strain, and personal values change across an employee's tenure.

2.5 *Psychological Strain as a Mediator between Work-Life Balance and Employee Turnover*

Significant empirical research has shown how psychological strain influences work-life balance and employee turnover. Zhao et al., (2020) discovered that poor work-life balance increased psychological strain on employees. The psychological strain indicated more turnover. The study showed how work-life imbalance causes psychological strain and business leaving. (Dodanwala et al., 2022) observed that psychological strain decreased with work-life balance, reducing turnover intentions. This suggests that work-life balance programs may lower psychological strain and turnover intentions (Anasori et al., 2021). It is unclear how psychological strain regulates the association between work-life balance and employee turnover, notwithstanding past studies. Industry-specific research and samples are few. Research in specialized domains is considerable, but its applicability to other industries is unknown. Knowledge of how diverse work contexts and vocations impact mediation

may improve knowledge. Most research uses self-reported work-life balance and psychological stress, raising methodological bias and subjectivity concerns (Stelson et al., 2022). Objective indications like supervisor evaluations or organizational records support and confirm results. Moreover, studies on individual variations in coping methods and resilience are few. Work-life balance techniques may affect psychological stress and job turnover; thus, they should be examined.

2.6 *Psychological Strain as a Mediator between Job Fit and Employee Turnover*

Substantial empirical research has examined how psychological strain influences employee turnover and work satisfaction. (C.-Y. Wang et al., 2023) found that employees who believed their skills did not fit their positions had greater levels of psychological strain. The major mediator between future turnover intentions and perceived work mismatch was psychological strain. (Lent et al., 2023) found that psychological strain affected job fit over time. Different turnover intents were indicated by these adjustments. Work-fit directly affects psychological strain and indirectly affects an employee's inclination to quit (Xie & Zheng, 2022). Despite tremendous progress in empirical research on psychological strain, which mediates the link between job fit and employee turnover, there are still gaps in the literature. Not examining business-specific idiosyncrasies is a major error (Yildiz et al., 2024). Industry dynamics may affect the link between job fit, psychological strain, and turnover intentions; additional study is needed. Little is known about how organizational support systems might mitigate work mismatch. Organizational interventions may benefit from understanding how supportive work environments, mentorship programs, and skill development efforts minimize psychological strain, perceived job fit, and turnover intentions (Califf & Brooks, 2020). Self-perceptions and organizational appraisals of work fit, psychological strain, and turnover intentions differ significantly, yet most research ignores this. Multi-source data can increase outcome validity and reliability. One case study from the studied literature shows a technology company that adopted a well-being program to reduce job burnout. The program offered mental health resources, stress management classes, and flexible hours. Employee psychological strain decreased significantly after the intervention, lowering turnover intentions.

2.7 *Job Burnout as Mediator Between Personal Value and Employee Turnover*

Job burnout, caused by work stress, causes depersonalization, emotional exhaustion, and lower personal success (Rivera Palacios et al., 2021). Extended exposure to demanding work conditions is the cause. This research's structure has been thoroughly researched, revealing staff turnover trends (Lyons & Bandura, 2021; Q. Wang & Wang, 2020; Zhang et al., 2023). De Jager (2023) found that matching employees' values with the firm's increases job satisfaction and commitment and reduces turnover intentions. Ahmed and Ergun observed that inadequate work-life balance generates stress and fatigue, making employees more inclined to quit. Work fit impacts work satisfaction, business commitment, and turnover (Hafni et al., 2023; Masykuroh & Muafi, 2021). Previous research provides valuable insights (Bourlakis et al., 2023; Brewer, 2023; Dodanwala, 2023; Guzeller & Celiker, 2020; Hafni, 2023), yet significant gaps remain, driving future research. This study fills this gap by studying how psychological strain and job burnout affect personal values, work-life balance, job fit, and turnover. Recent research has focused on character interactions without addressing the holistic framework proposed in this paper. This study examines how personal values, work-life balance, and job fit affect turnover intentions, with mental stress and job burnout as mediators. A limitation of the study is the limited examination of individual coping mechanisms and resilience. Individual qualities may alter the mediation process, which may affect how employees deal with personal value discrepancies and create workplace ennui and turnover intentions (Berweger et al., 2022).

2.8 Job Burnout as Mediator Between Work-Life Balance and Employee Turnover

Work-life balance, employee turnover, and job weariness have been studied empirically, with intriguing findings. Poor work-life balance was associated with tiredness and increased turnover intentions, according to (Cook & Gilin, 2023). The study stressed the relationship between work-life imbalances and weariness and how fatigue affects employee turnover. (Park, 2023) observed that greater work-life balance reduced tiredness and turnover intentions. Work-life balance treatments may reduce workplace weariness and turnover intentions, according to this study. Though empirical research has shed light on job burnout's mediation function in work-life balance and employee turnover, there are still gaps in the literature. What components of work-life balance are most linked to fatigue is a major research gap. Understanding how different work-life balance factors affect burnout might help focus solutions (Hendriana et al., 2023). Job fatigue and work-life balance are measured using self-report questionnaires in most studies. Mixed-method or qualitative methods can help clarify individual experiences and the mediation process. Few studies have examined how organizational initiatives like flexible work hours and well-being programs improve mediation. Organizational strategy may benefit from analyzing how organizational activities affect work-life balance, job weariness, and turnover intentions. To reduce job fatigue, a healthcare company opened communication channels and provided regular feedback. Management encouraged employees to share their workloads and stress levels, and they offered practical solutions like rearranging tasks and offering extra support. This strategy minimized job burnout and increased job fit by matching positions to employees' skills and preferences. Its turnover rates dropped significantly.

2.9 Job Burnout as Mediator Between Job Fit and Employee Turnover

Job fatigue is when an employee's talents, abilities, and preferences don't fit the demands of their job. A mediator between job fit and employee turnover. Numerous empirical studies have explored job weariness as a mediator of job fit and employee turnover, illuminating complicated mechanisms. (Ariyani et al., 2023) also showed that employees were more exhausted when their abilities and job demands were mismatched. Weariness was a key mediator between perceived work mismatch and turnover intentions. (Lu et al., 2024) found a link between job exhaustion waves and work fit. Different turnover intents were indicated by these adjustments. Job fit directly affects fatigue and indirectly affects an employee's likelihood to leave (Wen et al., 2023). Much research has examined job weariness as a mediator between work fit and employee turnover, yet there are still gaps. Few studies have examined individual variations that may affect work fit, weariness, and turnover (Raeesi Nafchi et al., 2020). Examining how personality, resilience, and coping techniques affect mediation might deepen knowledge. Few academic research has examined how organizational support systems might reduce work fit and burnout (Asghar et al., 2021). Analyzing the relationship between perceived job fit, fatigue, and turnover intentions in supportive work settings, mentoring programs, and skill development may help implement organizational intervention techniques. Research has primarily concentrated on individual perspectives on job fit, fatigue, and turnover intentions, without considering major disparities between individual and organizational assessments. Multi-source data can increase outcome validity and reliability.

3. Methodology

The research approach involved a thorough examination of current literature to study the connections among personal values, work-life balance, job fit, psychological stress, job burnout, and employee turnover. The approach began by systematically selecting research articles. A total of 200 publications were downloaded from reputable academic databases, journals, and relevant conference proceedings. The criteria for selecting papers were established to guarantee their relevance to the specific factors being investigated. Papers were safeguarded if they explored the connections between

personal values, work-life balance, job fit, psychological stress, job burnout, and employee turnover (Table 3). Exclusion criteria were used to exclude research that no longer met the specified standards.

Table 3: Literature Search Words Combination

Keywords
"personal values," "individual values," "values at work"
"work-life balance," "work-family balance," "work-life conflict"
"job fit," "person-job fit," "job satisfaction"
"psychological strain," "work-related stress," "employee strain"
"job burnout," "burnout syndrome," "occupational burnout"
"employee turnover," "staff turnover," "turnover intention"

After a thorough screening, a final batch of 68 research papers was chosen for further analysis and synthesis. The articles were considered to provide significant insights into the interrelationships among some of the identified factors and had undergone a thorough and detailed examination. The selection procedure aims to include research using diverse techniques, samples, and contextual contexts to enhance the strength and applicability of the synthesis findings. According to Table 4 and Figure 1, most of the relevant articles that were considered for this study were published in 2023 (27 articles), whereas 2019 and 2024 have the least number of articles (3 for each year). Similarly, number of articles published in 2020 was 10, number of articles published in 2021 and 2022 was 11 for each year.

Table 4: No of articles published each year

Year	No of Articles
2019	3
2020	10
2021	11
2022	11
2023	27
2024	3

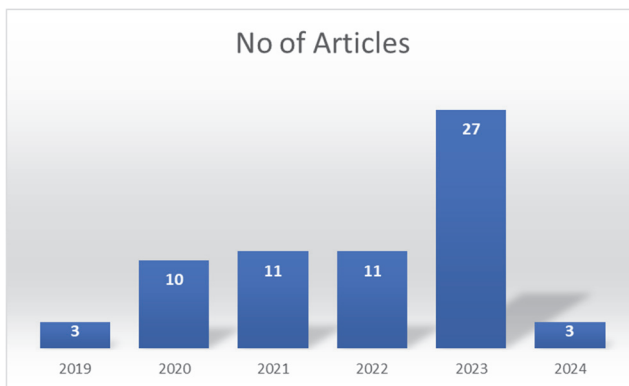


Figure 1: Number of papers published in each year

The information extraction process involved carefully documenting data from the chosen publications, such as important theoretical frameworks, methodology used, sample characteristics,

and crucial conclusions. This process helped me get a thorough understanding of the current research environment and the specific effects of each variable on employee turnover. The synthesis method classified and arranged data from selected articles to uncover literature themes, patterns, and characteristics. The study examined how mental strain and task burnout mediate personal values, work-life balance, job fit, and turnover. Iterative synthesis allowed a deep literature review and important insights. Utilizing a comprehensive literature review technique enabled a thorough examination of the current knowledge base by combining information from many sources.

4. Results and Discussion

This section summarizes the vast literature analysis and illuminates the intricate linkages between work-life balance, employee turnover, psychological strain, personal values, and job fit. This segment's implications of subject matters and variables display elements influencing administrative center turnover intentions. This dialogue gives a comprehensive view of the connection between psychological stress, work-existence balance, private values, and task suit—all of which affect employee turnover—via incorporating literature findings with study hypotheses. This section analyzes the actual international effects of organizational attempts to enhance employee retention and properly use essential literature. Figure 2 shows the proposed framework among various variables.

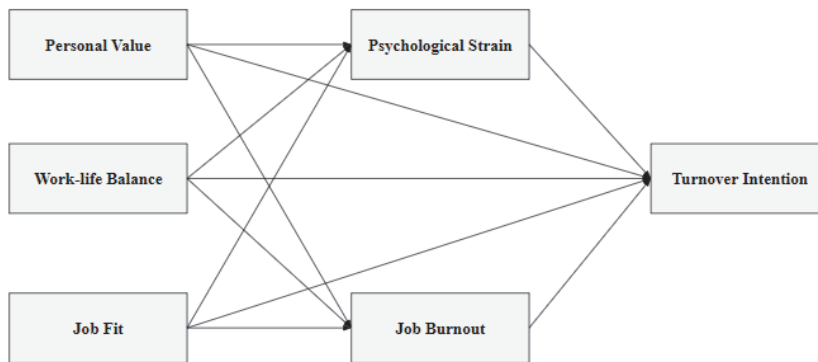


Figure 2: Proposed Framework

4.1 Personal values have a significant influence on employee turnover

The study repeatedly shows that personal values affect employee turnover (P1). Professional identity and job satisfaction are heavily influenced by an employee's values, particularly their beliefs and ethics. An individual perceives congruence when their values match the company's. A positive work environment that connects employees to the company's aims and culture reduces turnover. Job satisfaction and organizational commitment increased when values aligned with corporate culture, according to Wieneke et al., (2019) and Ogunyemi, (2020). Employee turnover is reduced by meaning and purpose in their work. Hussain et al., (2020) claim that perceived value congruence shapes the psychological relationship between employers and employees. When employees think their values match those of the company, mutual understanding results. Employee loyalty is higher and they're less likely to seek elsewhere. Employee retention may be improved by identifying, communicating, and reinforcing shared values. This comprises fostering a culture that celebrates shared values,

ensuring value consistency through organizational procedures, and publicly articulating corporate values when recruiting.

4.2 *Work-life balance has a significant influence on employee turnover*

Work-Life Balance affects employee turnover. According to the literature, employees who find it difficult to balance work and family life are more likely to quit. Employee engagement, happiness, and turnover are higher in companies that promote work-life balance. Sainju et al., (2021) and Haar & Brougham, (2022). found that work-life imbalance harms employees' health and job satisfaction. Heavy workloads, long hours, and a lack of flexibility cause stress and tiredness, which promotes employee turnover (Santhanam et al., 2021). Organizations gain from work-life balance policies. Telecommuting, flexible scheduling, and shorter workweeks promote work-life balance. Uzdil et al., (2023) found that employees who successfully balance work and life are less likely to quit. Flexible scheduling and telecommuting may promote a work-life balance culture that values personal time. To reduce turnover and promote employee well-being, employers should address work-life imbalance.

4.3 *Job fit has a significant influence on employee turnover*

Job fit is how well a person's abilities, talents, and preferences match their job. According to the literature cited in P3, Work Fit has a significant influence on employee turnover. According to Bhatt et al., (2024) and Krishnan et al., (2023), workers who feel that their skills and job needs are closely aligned are more satisfied with their jobs and less likely to quit. When given positions that use their skills and match their career ambitions, employees are more engaged and loyal. Dissatisfaction and an increased risk of quitting might result from an employee's abilities not matching their position. According to Aman-Ullah et al., (2022) and Bourlakis et al., (2023), an employee who feels their talents are underutilized or that their job expectations exceed their ability is more likely to leave the business to pursue a better career match. Effective personnel acquisition and placement can enhance job fit. Candidates are assessed for their technical skills, personal preferences, ambitions, and corporate culture fit. Talent management strategies might benefit from regular skill and career evaluations to place people in jobs that suit them. Thus, turnover intentions may diminish.

4.4 *Psychological strain mediates the relationship between personal values and employee turnover*

Psychological strain mediates the relationship between employee turnover and personal values (P4), according to extensive empirical research. Personal values—a person's ideals and assumptions—impact their career and well-being. Brewer, (2023) located that mental strain will increase whilst employees perceive their values fluctuate from commercial enterprise way of life. This strain causes emotional exhaustion, isolation, and a decreased sense of self-confidence. Employee turnover intentions are influenced by a discrepancy between personal and organizational values, and psychological strain exacerbates this effect (Heikkilä et al., 2023). Employees facing psychological strain from value incongruence are more likely to seek different careers to cope. Businesses may minimize turnover by using value congruence. Implement proactive actions to correct any misalignments, convey corporate values explicitly during recruiting, and routinely analyze employee alignment with these values to decrease psychological strain and turnover intentions.

4.5 *Psychological strain mediates the relationship between work-life balance and employee turnover*

The mediating role of psychological strain highlights the sensitive connection between workers' views of work-life balance and their psychological health, which is linked to employee turnover. Work-Life Balance affects fatigue and stress. Zhao et al., (2020) found that work-life balance issues increase

psychological strain. Long work hours, excessive job expectations, and the breakdown of work-life boundaries cause emotional fatigue and psychological strain (Anasori et al., 2021). Work-life balance moderates employee turnover intentions, whereas psychological strain raises it. Employees under psychological strain are more prone to think turnover is a means for employers to avoid dealing with challenges caused by an out-of-balance work-life arrangement (Dodanwala et al., 2022). Businesses might respond to mediation by implementing work-life balance initiatives. Flexible work arrangements, telecommuting, and regulations that enable the separation of labor and personal life might reduce psychological strain and turnover intentions caused by work-life imbalance.

4.6 *Psychological strain mediates the relationship between job fit and employee turnover*

The notion that psychological strain mediates the relationship between work fit and employee turnover (P6) underlines the need to consider an individual's perceived fit between their abilities and job demands when assessing their psychological well-being. Job fit boosts employee engagement and satisfaction, while perceived mismatches can induce stress and fatigue. According to Xie & Zheng, (2022) and Lent et al., (2023), employee strain is higher for those who feel their skills and work requirements don't match. This strain causes fatigue, low self-esteem, and dissatisfaction. Psychological strain amplifies the mediating effect of work mismatch on employee turnover intentions (Califf & Brooks, 2020). Under psychological strain, employees are more likely to abandon their jobs to find one that suits their interests and skill set. Through practical activities, organizations may actively analyze and regulate workers' job fit perspectives to solve this mediation route. Regular performance evaluations, feedback, skill development, and career advancement may alleviate psychic strain and increase job fit.

4.7 *Job Burnout mediates the relationship between personal values and employee turnover*

The assertion that job fatigue mediates the relationship between employee turnover and personal values (P7) shows how personal values affect workplace well-being. Job fatigue—described as lower private accomplishment, emotional exhaustion, and depersonalization—mediates turnover intentions and personal values. Rivera Palacios et al., (2021) and Ho et al., (2023) located that perceived incongruity between workers' personal views and the organization's surroundings might create emotional and process exhaustion. Burned-out employees can also depart to deal with a mismatch of values. Incongruence between individual and organizational values affects turnover intentions through activity weariness, in line with Ogunyemi, (2020) and Berweger et al., (2022).. This mediation method stresses the emotional toll of perceived misalignment since job-weary people are more prone to seek refuge in an environment that goes against their values. An employer culture that fits employees' values might reduce turnover. Promotion of a supportive work environment, focus on shared values in corporate communication, and chances for workers to express and integrate their values into their work helps reduce employee tiredness. Recognizing job fatigue's moderating role can reduce turnover and improve employee well-being.

4.8 *Job Burnout mediates the relationship between work-life balance and employee turnover*

Work-life balance and turnover are moderated by job fatigue. Work-life balance, or lack thereof, can cause fatigue and make people desire to leave the company. Cook & Gilin, (2023) and Park, (2023) found that long work hours, high job expectations, and blurring work-life boundaries lead to burnout in employees. Maintaining job and personal commitments can cause emotional weariness and low self-esteem, which are indicators of burnout. Weariness enhances the influence of work-life imbalance on job quitting, (Warden et al., 2021). Burnout makes employees more likely to look for different jobs to avoid the stress and weariness of a poor work-life balance. Organizations can prevent job fatigue via work-life balance initiatives. To reduce burnout and turnover, promote leisure, flexible

work hours, and realistic job demands. Understanding the link between fatigue, attrition, and work-life balance helps companies develop interventions to increase employee well-being.

4.9 *Job Burnout mediates the relationship between job fit and employee turnover*

The link between work fit and employee turnover is further complicated by job exhaustion (Pg), which acts as a moderator. Professional fit, which is characterized as how well a person's skills, preferences, and capabilities match the demands of their professional job, has an impact on turnover intentions and burnout. According to Ariyani et al., (2023) and Lu et al., (2024), employees who felt there had been a terrible fit among their abilities and the demands of their jobs were more likely to get exhausted. The distinction ends in depersonalization, emotional depletion, and a decreased experience of personal accomplishment; these signs are indicative of the beginning of job fatigue. Furthermore, job tiredness has been found to moderate the association between job fit and turnover intentions by Wen et al., (2023) and Asghar et al., (2021).. Employees who are burned out because of an awful task shape are extra willing to don't forget quitting the corporation looking for a career that better suits their interests and ability set. Corporations may lessen the mediating effect of activity tiredness by evaluating and improving employee task fit. People are matched with positions that suit their skills and interests when they get regular progress reviews, talent appraisals, and professional development programs. When employers understand the mediating role of job tiredness, they may take focused measures to improve job fit and lower intentions of turnover.

5. Conclusion

This systematic literature review examines the complicated links between personal values, work-life balance, job fit, psychological strain, job burnout, and employee turnover. Previous research has illuminated the elements that influence corporate departures. Individual and organizational values are crucial to lowering turnover intentions. Employees are happier, more committed, and less likely to search for other jobs when their values and the company culture are in line. Work-life balance and job fit predicted turnover. Organizations that promote work-life balance and match employee skills to job needs have lower employee turnover. Practical repercussions include work-life balance laws, a culture that values shared principles, and effective talent acquisition. Research examines how psychological strain impacts employee turnover, work-life balance, personal values, and job fit. A mismatch between job needs and talents, a disparity between an individual's values and the organization's practices, and an inadequate work-life balance all increase psychological stress, according to research. This strain, which causes emotional exhaustion and lethargy, increases the likelihood of employee turnover. Talent management, value congruence, and flexible work arrangements may help people fit in and reduce psychological strain. Job fatigue influenced personal values, work-life balance, job fit, and turnover. When their personal values and organizational standards are out of sync, their work-life balance is off, or their abilities don't match the demands of their positions, employees are more likely to become exhausted at work. High turnover intentions are associated with burnout, which causes emotional exhaustion, depersonalization, and lower personal achievement. Job tiredness may be reduced by providing a supportive workplace, stress management programs, and well-being programs that address burnout's root causes.

5.1 *Practical Implications*

This report is essential for HR professionals and executives seeking to retain talent and reduce attrition. Organizations may boost employee satisfaction and loyalty by understanding how human values, work-life balance, and job fit interact. One practical technique is to promote company values in recruitment and onboarding. Psychometric exams healthy applicants' values to enterprise way of life, enhancing work pride and retention. Remote and bendy painting reduces burnout and stabilizes

portray lives. Fitness, stress management, and intellectual fitness lessen place of work weariness and stress. Employees' open conversation and thoughts help perceive and clear up hard occasions before burnout and turnover. Continuous getting to know, development, and acknowledgment increase energetic pride, delight, and loyalty. Data-pushed frameworks that fit business abilities and interests lessen attrition and increase hobby fit. Workplace health includes controlling worker responsibilities to keep away from overwork and sell breaks. Finally, expertise cultural differences in private values and art work-lifestyles balance facilitates create culturally relevant retention strategies that fulfill worker needs and boost dedication. Employee properly-being, attrition, and productivity can be stepped forward with personalized applications.

5.2 *Theoretical Implications*

With theoretical implications beyond worker turnover, this study examines turnover intentions, personal values, work-existence stability, job in shape, mental stress, and job exhaustion. Psychological strain-work fatigue mediators assist organizational behavior concept. These enhance theoretical fashions and team of workers' churn. Academic turnover seems to be tough and multifaceted. This wide approach invites scientific study of complicated organizational dynamics. Research, painting-life balance, process health, and personal values are promoted. After organizational behavior advances, the study analyzes these themes thoroughly. Teachers may use this paradigm to develop strong employee turnover theories by mediating mental stress and occupational burnout. To maintain mediation model correctness, the study shows indirect ways private values, work-life stability, and activity match affect turnover intentions. This validates intermediary components' importance in understanding employee turnover complexity to improve theories and models. Including these mediating components in theoretical frameworks may help explain psychological processes that link individual experiences to organizational results.

5.3 *Limitations and Future Direction*

This study provided valuable insights, yet its limits allow for further research improvements and growth. The cross-sectional data collection hinders causal inference. Longitudinal research may help explain how personal values, work-life balance, job fit, psychological strain, job tiredness, and turnover change over time. Self-report assessments may also cause method bias when respondents deliver socially preferred answers or demonstrate perceptual biases. Integrating organizational records and supervisor assessments can help overcome this barrier and improve understanding of the subjects under study. The findings' non-generalizability is another drawback. Sectors, organizational sizes, and cultural environments may restrict the study's application. To boost external validity, future research should involve people from various industries and cultures. Additionally, the study solely considered quantitative methods, ignoring their potential advantages. Qualitative data from interviews or focus groups can help interpret research components by revealing workers' subjective experiences and opinions. Since work-life balance and personal values are subjective and situational, they are hard to implement. Qualitative data or several evaluation techniques may help future research adequately capture these components' complexity. The study only examined direct and mediated variable interactions, not moderating factors that may affect their intensity or direction. Moderating characteristics like personality and company culture may help explain employee turnover.

Future studies might examine how organizational activities reduce turnover intentions by addressing specific research questions or hypotheses. For instance, firms may embrace value alignment seminars, flexible work hours, or well-being programs, while researchers could investigate the impact of these initiatives on employee retention. Research questions could include: "How effective are value alignment seminars in reducing turnover intentions?" and "To what extent do flexible work hours influence employee well-being and retention?" Additionally, examining how

outside influences such as economic ups and downs affect work-life balance, personal values, job fit, and turnover intentions may reveal the adaptability of these factors in changing workplaces. Exploring individual differences, such as coping methods and personality traits, could reveal how these factors influence the impact of psychological strain and burnout on work-life balance, personal values, job fit, and turnover intentions. Researchers could investigate questions like: "Which coping strategies are most effective in reducing job burnout?" and "How do personality traits influence the relationship between psychological strain and turnover intentions?"

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