

The Moderating Effects of Employee Benefits and Job Burnout among the Employee Loyalty, Corporate Culture and Employee Turnover

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Abstract The purpose of this research was to find the employee welfare and loyalty of burnout employees, corporate culture and the role of employee turnover in the hotel industry. A total of 330 questionnaires were sent out in the study and 257 valid questionnaires were adopted. The main results showed: (1) Employee loyalty and corporate culture have a negative impact on employee turnover; (2) The interaction between employee loyalty and corporate culture affects job burnout and affects the employee turnover rate; (3) Employee loyalty affects corporate culture Have a positive impact; (4) Influencing employee turnover rate through intermediary corporate culture; (5) When corporate culture and employee turnover have a moderating effect, that is, when employee benefits are high, employee burnout will affect job burnout; that is, when employee benefits are low, employee burnout will reduce job burnout; when employee benefits are low, employee burnout will affect job burnout. Therefore, in order to expand the development space of the catering industry, the quality and efficiency of the service industry must be improved, which requires a connection between professional talents and the rational use of human resources. This requires professionals and proper use of human resources to maintain relationships. Managers need to pay attention to environmental changes and social dynamics, changes in structure and employees so that they can flexibly adjust to meet the needs of employees.

Keywords Employee Loyalty, Corporate Culture, Job Burnout, Employee Benefits, Employee Turnover

1. Introduction

Organizations should maintain high competitiveness and effectively use their resources, equipment and technology, and manpower is the subject of handling resources. In the human resource system, employee loyalty and incentive factors are important factors that affect employee behaviour. Moreover, market competitiveness, profitability, employee unity and attitude are important factors for the success of an enterprise. Employees are willing to grow with the organization, which depends on the organization's attitudes and practices towards employees. The goal of the organization is to maximize the rights of shareholders. However, the goal of employees is to maximize personal interests. Combining employees' personal goals with organizational goals is what the operator must pay attention to.

Employees must strike a balance between work and family. Although we often see negative effects on pressure, it also has positive value and represents opportunity in potential benefits (Noble, 2019). If the problem should emphasize the correct method, the work

pressure with personality characteristics is closely related to people, and it can reduce the harm of labour to life body and mind. Relevant studies have shown that welfare and support for the work atmosphere are positively related to employees' job satisfaction and motivation, which can reduce employees' stress. Employees' perception of the workplace may represent employee loyalty (Apergis & Georgellis, 2018).

In the service industry, employee loyalty is more important than abilities. Therefore, the staff training of each department includes product structure, product content, professional language, enthusiasm, patience and meticulous to complete performance. Human resource is one of the most important assets of an organization, and employees have become an important asset for maintaining long-term competitiveness. Therefore, the organization's brand, corporate image, supervisory leadership and management, and the work atmosphere all affect the destiny of employees. Resignation is an output of the whole process. Employees voluntarily resign. This intention will lead to low morale of the organization and negative psychological reactions of employees. These psychological reactions evolve into cognition and behaviour, and ultimately affect organizational performance.

Employee benefit is one of the most important factors in business. Employee benefits increase productivity, attract organizational talents and reduce personnel turnover. It is expected that the increase in employee salary will improve working performance but will increase the cost of the organization. Therefore, the impact of employee benefits on turnover is one of the motivations of this research. After a series of dissatisfied employees, this action led to the thought of leaving. While employees have better options, they may have to leave or change jobs. The relationship between salary satisfaction, job burnout and employee turnover rate is a factor that affects employee turnover rate at the corporate level. Motivation research. Therefore, this study explores employee loyalty and corporate culture.

Staff on the front lines of product sales, which exhibits related to the reputation and image of the organization in the catering industry, Authors have accumulated considerable professional knowledge and experience as a clerk. How to transform new employees into mature employees and retain talent has become an important issue in the catering industry.

2. Literature Review

2.1. Employee Turnover

Employee turnover points to employees who have worked in a certain position in the organization for a period of time and have been considering voluntarily losing their position and leaving the organization completely. Employee resignation is resignation based on personal

wishes, including reasons such as salary, promotion, job satisfaction, and relationship with the supervisor; the organization defines involuntary resignation as forced resignation, including severance pay, dismissal and other reasons. Bartock (2019) believed that employee resignation means that a person may leave and discover another mental state or attitude of behaviour. The final stage is a cognitive processes, but it is also the important predictor of actual resignation behaviour (Bridger et al., 2013). Employee turnover is a factor that affects organizational behaviour. For example, reducing employee turnover can effectively improve employee performance. Ahmad & Afgan (2016) pointed out that "resignation" refers to a position currently voluntarily engaged in personal voluntary work. In this research, employee turnover is defined the influence of personal and environmental factors, an individual proposes a vacation idea or plan and tries to leave the mental state of the organization. Personal factors can be divided into employee loyalty and job burnout, and environmental factors can be divided into employee benefits and corporate culture.

2.2. Employee Loyalty

Buzduga (2018) pointed out that culture means: summing up a set of macro perceptions from specific events, situations and experiences of micro perceptions, and then forming abstract concepts through psychological processes. Employee loyalty represents the perception of experience in the organization's environment that affects the perception of employee motivation and behavior (Guo et al., 2020). Therefore, managers have to consider how to strengthen employee loyalty through employee perception, in order to enhance the unity of employees to the organization and improve their willingness to work, thereby reducing personnel turnover. Employee loyalty reflects employees' perceptions of the organization.

Employee loyalty represents a perception of the internal environment of the members, which comes from the experience of the members (Smith, 2013). Westgate (2017) pointed out that employee loyalty from social psychology is an individual's perception of organizational cultural processes so that the individual can interpret events, predict possible outcomes and evaluations, and determine the next appropriate measure to be taken. Putra (2019) pointed out that organizational climate means employees' reactions to their cognitive work environment, and reactions describe how employees feel about the workplace. Paliwal & Dhanshetti (2020) believe that the organizational culture is the autonomy, trust and cohesion of different aspects of the entire organization. Employee loyalty is an external manifestation of organizational culture. Employee loyalty is formed based on the beliefs of members and guides them away from collective behaviour (Chen, Chen, Tsui, and Chiang, 2016).

Employee loyalty refers to the perception of individuals

directly or indirectly used in a specific environment, and this will affect the perception of motivational performance behaviour of the organization and its members. Employee loyalty also means that the members of the organization have long-term indirect or corresponding psychological feelings in it. This feeling will affect the morale, attitude, motivation, behaviour and performance behaviour of the organization members.

2.3. Corporate Culture

Organization members' corporate culture are recognized organizations, values, and beliefs; organizations are willing to invest in organizational efforts, and the idea organization still exists (Spector, 2015). DeMars (2016) pointed out that the corporate culture actively participates in the organization, and each organization is willing to make its own efforts, which is not only reflected in the thoughts and beliefs of the members of the organization, but also in the behaviour. Denison & Hallagan (2017) believes that corporate culture is an attachment to an organization and an obligation to stay within the organization. This is a mentality that not only involves the same values of individuals and organizations, but also involves the wishes, needs or obligations of members of different organizations. The corporate culture should respect the organizational goals and values of employees, accept the goals and values of the organization to benefit the organization, employees can work hard and dedication spontaneously, and employees strongly want to stay in the organization (Evans, 2013). Corporate culture is divided into three dimensions: emotional commitment, continuous commitment, and normative commitment (Szews, 2015). Therefore, the reason why employees stay in the organization is because they want to retain the emotional commitment of employees; the continuous commitment of employees; the reason why employees make normative commitments is because they think they should do it. Freifeld (2019) has shown that the dynamic relationship between corporate culture and employee loyalty has changed significantly. Corporate culture is the core of human resource management and transforming it into the main traditional core resource of human resource management, especially the attitude or tendency of internal members of the organization is the key to influencing corporate culture.

Based on the above discussion, this research defines corporate culture as belief in and trust in the value of organization members, and the organization has a strong sense of belonging, pride, identity, loyalty, and is willing to contribute more to the organization and work and a strong willingness to continue as a member of the organization.

2.4. Job Burnout

Job burnout is a special type of work-related stress, which is defined as a stimulus. This stress should be regarded as the result of the interaction between the individual and the environment (Bhayo et al., 2017). Stress

is an individual response to threats generated by environmental characteristics (Yu et al., 2015). Job burnout is an individual's excessive exposure to shocks or shocks in the environment, and the inability to balance the physical or psychological reactions caused by (Fried & Fisher, 2016). The management orientation of the stress model takes personality traits and psychological processes as mediating variables, which depends on the adaptability of responding to the work environment and the physical and mental state of the employees themselves outside of the expected normal reactions. Job burnout is a description of a person having the opportunity to meet some important results related to the needs of the workplace, but at the same time, the self-consciousness of the recipient does not conform to the ideals of the time. Stress is a conceptual process; it means the perception and personal response to danger or other stimuli.

Job burnout refers to the reaction to a certain kind of work environment that may threaten one's correct work environment. This reaction may lead to personal mental and physical divisions and force the interaction of the work environment to deviate from formal functions. If long-term work is under pressure, personnel and organizational functions will deteriorate. This work is a stress response in the face of competition or organizational changes or uncertainty due to changes in organizational characteristics (Wu et al., 2019). When work requirements exceed personal abilities, pressure will occur. Personal characteristics will interact with work conditions. Work pressure will become personal pressure, which needs to be evaluated and explained.

2.5. Employee Benefits

Organizations try to attract and retain excellent employees and motivate them to work hard and dedication to effectively achieve business goals in order to provide incentives to meet the needs of employees. Employee benefits refer to employees' attitudes towards salary generation, and this attitude will affect employees' salary and the work relationship between related output behaviours (Dold & Levine, 2017). Employee welfare refers to the overall personal attitudes or feelings arising from employee welfare, whether it is a positive or negative attitude or feeling. People usually think that employee benefits affect employee behaviour, such as absenteeism and employee turnover (Held, 2018). Employee welfare is divided into five parts: employee welfare system, employee welfare structure, fair wage awareness, internal motivation and welfare policy. Balkin & Werner (2019) defined that the level of employee welfare is positively related to employee welfare and corporate culture, and job satisfaction. Nair et al. (2019) pointed out that there is a significant relationship between job satisfaction, corporate culture and employee turnover. Islam et al. (2019) found that there is a positive correlation between corporate culture and employee welfare.

2.6. The Relationship between the Various Variables

2.6.1. Employee loyalty and corporate culture explore the relationship between employee turnover

Employee loyalty, work autonomy, responsibility, support, rewards and all aspects of corporate culture are positively correlated. Antecedent variables of corporate culture can be used to create a favourable organizational environment, which is expected to increase emotional input. Patterns of influencing factors, organizational consequences, separation of commitment variables. Asgari et al. (2019) found that organizational ethical atmosphere affects employees' job satisfaction and corporate culture. Monica and Supriya (2019) believed that work pressure and work attitude can improve the ethical atmosphere, which leads to a reduction in employee turnover and the intention to show higher work performance.

Maelah & Yadzid (2018) pointed out that the atmosphere of organizational concern and corporate culture has a significant relationship with job performance. Organizations also have a significant indirect impact on job satisfaction through the mediating role of corporate culture, and job satisfaction has a significant direct impact on corporate culture. Therefore, employee loyalty as an organizational structure and leadership style affects the importance of achieving organizational goals. For the management of employee loyalty, managers have considerable significance. The concept of employee loyalty can help business managers understand and improve organizational behavior, and create a suitable atmosphere through a variety of design methods and organize organizational members to achieve their goals, thereby achieving members to improve motivation and promote organizational efficiency, thereby effectively achieving organizational goals. Therefore, this research based on the above-mentioned literature puts forward the following hypotheses:

H1: employee loyalty and corporate culture have a negative effect of employee turnover.

2.6.2. Job burnout, employee loyalty and corporate culture

Hornickel (2019) explained that individuals fulfil their job requirements and put in a lot of effort, and work pressure causes negative emotions in individual job roles. Hoffman et al. (2014) showed that greater pressure will lead to higher employee turnover and lower personal performance tendencies. Work pressure leads to staff turnover, so work pressure can be used to predict staff turnover (Kang & Sung, 2019). In this study, based on the above literature findings, the following hypotheses were proposed:

H2: Job burnout of the interaction of the employee loyalty and corporate culture affect employee turnover.

2.6.3. The relationship between employee compensation and turnover rate

Employees who are dissatisfied with their salary can have unfavorable organizational behaviors, such as resignation, strikes, and poor job performance. Klopota et al. (2016) claimed that there is a negative correlation between employee benefits and employee turnover, but the strength of these relationships varies. Although the reason for the relationship between salary satisfaction and turnover rate cannot be determined, there must be a significant correlation between the two, but there may be other factors between the two. In order to determine the relationship between the two, this study puts forward the following hypotheses based on the above-mentioned hypotheses:

3. Methodology

In this study, "employee loyalty and corporate culture" are defined as the independent variable, and "employee turnover" is defined as the dependent variable. "Job burnout" and "Employee benefits" are defined as the disturbance variables. Discussion on employee loyalty and corporate culture, the relationship between job stress, employee benefits and employee turnover, research framework as follows:

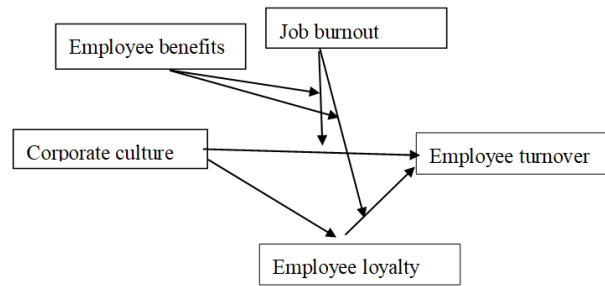


Figure 1. Research framework

In this study, restaurants in central Taiwan were surveyed, and restaurants in three different regions were selected for questionnaire surveys. Samples were taken, based on the recommendations of restaurant senior managers, and representative restaurant employees were selected for questionnaire surveys. Distribute the questionnaire directly to each business location and analyse it immediately.

4. Analysis and Results

In this research, 330 questionnaires were issued, 257 valid questionnaires meter, 73 invalid questionnaires, response rate was 77.9%, the distribution of the sample is presented in Table 1.

Table 1. Sample frequency distribution

	Variable	frequency	percentage
Gender	Male	117	45.5
	Female	140	54.5
Age	Under 25 year of age	14	5.6
	25-30 years of age	62	24.1
	31-35	53	20.5
	36-40	60	23.3
	41-45	45	17.6
	46-50 and above	23	8.9
Education	Seiner high school	68	26.4
	College	87	33.9
	Undergraduate	98	38.3
	Graduate	4	1.6
Marriage	Married	142	55.1
	Unmarried	115	44.6
Working years	0-2 years	71	27.8
	3-5	31	11.9
	6-10	68	26.5
	11-15	60	23.5
	16-20 over	27	10.4

Table 2 shows, regression test results among, employee loyalty, corporate culture and employee turnover display restaurant staff with employee loyalty and corporate culture have significant positive linear correlation, and employee loyalty, corporate culture and employee turnover have significant negative correlation. This shows that the higher the employee loyalty is, the higher corporate culture. Employee loyalty and corporate culture are intense with the lower the employee turnover.

Table 2. Regression test of employee loyalty, corporate culture and employee turnover

Independent variables	Dependent variables		
	employee turnover	corporate culture	
Employee loyalty	-0.428***		00.728***
Corporate culture		-0.524***	
R2	0.166	0.276	0.452

***p<0.001

In this study, Z test was used for examination of the intermediary variables. Test results mean that employee loyalty on turnover shows to have an indirect negative effect on the restaurant business, employee loyalty can predict the level of employee turnover, and the known lower employee loyalty can predict the higher employee turnover. The impact of employee loyalty on employee turnover through corporate culture and employee loyalty is totally intermediary variables (see Table 3).

Table 3. Employee loyalty on employee turnover of direct and indirect effects of regression analysis

Employee loyalty direct effect on employee turnover			
Effect	SE	t	p
-0.022	024	-0.0832	341
Employee loyalty indirect effect on employee turnover			
Effect	SE	Z	p
-0.213	0.18	-10.517	000

Table 4 indicated that corporate culture and job stress interactions on employee turnover are significantly negatively correlated display job burnout of corporate culture and employee turnover with regulation, but the work pressure on the employee loyalty and employee turnover does not have a regulatory role.

Table 4. Analysis of employee loyalty and work pressure on employee turnover

	Coeff.	se	t	p
Corporate culture	-0.270	114	1.413	178
Employee loyalty	191.	123	-3.27	644
Job burnout	-0.041	177	4.753	000
Corporate culture *Job burnout	-0.016	004	-0.360	000
Employee loyalty *Job burnout	003	005	366.0	455

Table 5. Employee benefits through job burnout regulating employee loyalty, corporate culture and employee turnover

	coeff	se	t	p
Corporate culture	-0.880	660	-2.838	005
Employee loyalty	1.580	742	2.189	029
Job burnout	0.3798	1.056	360	459
Employee benefits	-0.555	472	-0.176	240
Corporate culture * Employee benefits	008	017	442	659
Corporate culture * Job burnout	041	025	1.619	106
Corporate culture * Employee benefits	033	011	3.056	002
Corporate culture * Job burnout* Employee benefits	its -0.002	000	-2.148	032
Employee loyalty * Job burnout	-0.054	029	-1.938	053
Employee loyalty * Employee benefits	-0.035	01.1	-2.215	027
Employee loyalty * Job burnout* Employee benefits	001	001	1.932	054

Note: p-value is double-tailed test

Table 5 employee benefits and job burnout on corporate culture and employee turnover, when analysis of employee loyalty on employee turnover adjusts the effect of the turn multiply. The results mean employee benefits directly affect the work pressure on corporate culture and employee turnover has a regulatory role, that is to say with a high degree of corporate culture, when the employee benefits are high, even with higher job burnouts exist, we have a lower employee turnover. But in the

significant level of 0.05, the employee benefits affect employee loyalty and pressure on employee turnover is no regulation. Therefore, there is a higher corporate culture, employee benefits when high enough, even at high operating pressure situation. Employee benefit is considerate to stay in the original work, but the employee loyalty is not, but most of the employee loyalty of the organization fixing the atmosphere, it does not belong to individual behaviour, and employee turnover of individual behaviour, so the employee benefits can be used as buffer variables of individual behaviour, mitigate the impact of the effect between the two.

4. Conclusions

The study found that in the work pressure of corporate culture and employee turnover, high work pressure will lead to a higher employee turnover rate and lower personal performance tendency. This finding is consistent with Miyuki (2010). It shows that there is an intermediary effect between work pressure and employee turnover. Scholars almost unanimously believe that there is a positive correlation between work pressure and employee turnover, that is, the greater the work pressure, the higher the reduction in corporate culture and employee turnover rate.

On the other hand, research has found that work pressure and employee turnover rate have no effect on employee loyalty. Jaramillo and Beer (2016) explained that job burnout leads to lower employee turnover and higher operational performance through higher moral atmosphere. It is derived from the hypothesis that the intensity of work pressure will affect the degree of employee loyalty.

His study shows that restaurant employees have a positive impact on the importance of company culture. Employee loyalty is the recognition of the overall organizational environment. Therefore, high employee loyalty is a further specific expression of corporate cultural identity. Even if the employment mode is different due to differences in labor conditions, once employee loyalty is established, it will show A certain degree of commitment to organizational behavior.

The loyalty of employees through the intermediary corporate culture often has a significant impact on turnover, while corporate culture is a completely intermediary variable. This result is consistent with the result of Dastane et al. (2016) found that the results or significance of this research are very important. Therefore, in the hospitality industry, one should have a spirit of service while meeting organizational requirements, showing loyalty to the organization, and actively participating in and complying with company regulations.

On the other hand, this study found that employee loyalty has a significant impact through the impact of corporate culture, employee turnover rate and corporate culture completely mediating variables. The results of Krotel &

Villadsen (2016) are consistent inferences. From this hypothesis, it can be seen that employee loyalty and corporate culture have a significant relationship with employee turnover. Employee loyalty also shows a significant indirect influence on employee turnover rate through the mediating effect of corporate culture, and a significant direct impact on the employee turnover rate of corporate culture. The importance of employee loyalty as an organizational structure and leadership style greatly affects the achievement of organizational goals. For employee loyalty management, management is of great significance. The concept of employee loyalty can help business managers understand and improve organizational behavior.

In this research, this breakthrough concept was brought into the empirical research of the catering industry and put forward loyalty. The intermediary model obtained through this research affects employee turnover rate through the intermediary effect of corporate culture. Has a positive effect on the hypothetical employee turnover rate. Resources are one of the most important assets of an organization, and it is an important asset for employees to maintain long-term competitiveness. Due to the difference of different ages between colleagues within the enterprise, employees of different age groups with different educational backgrounds have different values due to economic development and rapid changes in social factors, which also bring different work experiences and Method, whether managers and employees of different ages can grasp the characteristics and values, communicate and coordinate fully to retain talents. Therefore, the organization's brand, corporate image, high-end leadership style, supervisor management, working environment atmosphere, and people's getting along and getting along will all affect the destiny and will of employees.

Organizations can use questionnaires to screen out talents with high corporate culture to recruit new employees, and analyze the psychological factor of candidates to see if they have high self-efficacy when recruiting Sense of hope, optimism, and ability to face future difficulties in a quick response, or will review whether they have enough energy, concentration and work dedication ability to work. Past studies have shown that job satisfaction is more important than corporate culture.

Job burnout from the external environment cannot satisfy the individual's desires and cannot adapt to the sense of threat to the individual, which can be said to be the consequence of poor adaptation. Employees understand goals and accomplish goals, understand their own personality characteristics, so that they can observe themselves at different times and situations, how to show unique behaviors and ways of thinking, adapt to different environments and enhance employees' task control and goal commitment improvement. The confidence and ability of employees to achieve the goal of increasing employee self-efficacy and hope. Meetings to adapt to and enhance

employees' resistance to pressure, whether physically or if employees increase their resistance to pressure, the frustration of the activity will be reduced without the idea of separation. Organizations can plan to improve services with quality goals, usually through various promotion opportunities. The concept of attaching importance to service quality is a powerful operation. Therefore, employees inside and outside the organization are all customers and believe that the organization attaches great importance to service quality.

Siengthai & Pila-Ngarm (2016) proposed that department heads should observe cyclical social trends and labor market changes, seek to improve employee loyalty, and be willing to recognize and accept the organization's planning system to improve learning and atmosphere. In order to increase visibility and credibility, reaching a consensus through two-way communication will help to improve the smooth implementation of employee loyalty.

Changes in the social structure of the catering industry and rapid changes in competition have diversified the public's demand for catering services. Therefore, if the catering industry wants to expand its development space, it must improve the quality and efficiency of service operations, which requires specialized talents and proper use of human resources. The person in charge of the department needs to always pay attention to the changes of the environment and the changes of employees, so as to make flexible adjustments to meet the needs of employees.

The hospitality industry is professional manpower and labor-intensive. The industry has a special service and a public nature. The more employees need to be screened consistently to match the values of the organization, the easier it is to build a corporate culture. How to understand the needs of consumers, and how to enhance consumers' professional knowledge for correct planning, are key factors in the catering industry.

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