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UNDERSTANDING TURNOVER INTENTION AMONG COURIERS: A NARRATIVE REVIEW OF ORGANISATIONAL COMMITMENT, BURNOUT AND PSYCHOLOGICAL CAPITAL

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Abstract:

Turnover intention remains a huge problem for labour-intensive services work and is particularly acute in courier and logistics. Couriers work under time constraints, heavy workloads and high-pressure work situations and all of these factors affect whether they intend to stay with an organisation. This narrative review brings together the literature on organisational commitment, burnout, and psychological capital in order to explore how these factors affect turnover intentions and employee retention. Based on the evidence from management, psychology, health and logistics research and recent empirical studies, it is generally understood that higher organisational commitment is associated with lower turnover intention while burnout is associated with a greater wish to leave. Psychological capital appears to be one more resource for employees to cope with and keep on with their commitment to stay. So far, much of the evidence is from healthcare, education, aviation and service domains. There is still limited research about couriers, particularly in Malaysia. Based on this background, the review argues that courier turnover intention can be better understood if the context of workplace and employees' psychological resources are taken together. Key research gaps and practical implications for retention in courier and logistics organisations are also addressed.

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Burnout; Couriers; Logistics Employees; Organisational Commitment; Psychological Capital; Turnover Intention.



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Introduction

Couriers and logistics services are now central to the modern economy, in the form of e-commerce fulfillment, last-mile delivery and the demand for instant service. With consumers looking for faster and more responsive delivery, couriers have to cope with work conditions that are physically demanding and extremely tight and unpredictable (de Matos, 2025). In this environment, retaining employees is not just a process; it is a business and a strategic imperative.

The intention of turnover is clear as it is a conscious decision to leave an organisation and often precedes actual turnover in the organisation (Tett & Meyer, 1993). In service-based work, persistent intentions to leave are likely to affect workforce stability, recruitment and training costs, team continuity and ultimately service delivery. These risks are particularly relevant to courier operations, where the day-to-day performance relies on an experienced and stable workforce. Courier work is also unique from many other service jobs in the sense that multiple pressures happen at once. Physical fatigue, delivery schedules are tight, customers complain and performance is monitored.

The decision of an employee to leave may not solely be a personal decision but is also influenced by the way that job demands, organisational support and personal psychological resources are faced over time. Three constructs are particularly useful to look at this question: organisational commitment, burnout, and psychological capital. Organisational commitment refers to an employee's attachment to and identification with the organisation and the willingness to remain a member of it (Allen & Meyer, 1990; Meyer & Allen, 1991). Burnout refers to a chronic work-related strain, i.e., tiredness, cynicism and reduced effectiveness of work (Maslach & Leiter, 2016). Psychological capital, or PsyCap, is a positive psychological asset. Previous studies have found these resources to be associated with better employee behaviour and decrease in withdrawal (Avey et al., 2009; Avey et al., 2011).

This narrative review considers how these three constructs relate to turnover intention and more generally, what the literature may tell us about courier employees. Direct evidence from courier work remains relatively scarce. Nevertheless, the findings from other high-demand jobs are useful as these jobs involve emotional labour, sustained pressure and continuing retention problems. The discussion is also applicable to Malaysia as organisational commitment has been addressed in Pos Malaysia Berhad (Abd Razak & Ali, 2021).

Objective of the Review

This narrative review aims to create a cohesive understanding of turnover intention by analysing its connections with organizational commitment, burnout, and PsyCap. The review aims to achieve four connected goals. It primarily seeks to elucidate the conceptual definition of turnover intention and to describe its importance in high-demand work environments such as courier services. It also consolidates the research on how burnout and organizational commitment affect employees' desire to quit. Third, it examines the role of PsyCap as a potential protective asset that could reduce turnover intentions and alleviate the negative effects of work-related stress. Fourth, it highlights significant theoretical and empirical voids in the existing literature to facilitate future studies on courier workers, especially in the Malaysian context.

Methodology

This article adopted a narrative review method to synthesize and critically interpret the literature on turnover intention in relation to organizational commitment, burnout, and PsyCap. A narrative review was considered appropriate because the aim of the article was not to conduct an exhaustive systematic review or statistical meta-analysis, but to develop an integrated conceptual understanding of how these constructs interact in shaping employee retention, particularly in demanding work settings such as courier and logistics operations (Pratama et al., 2025). This approach was especially suitable given the dispersed and multidisciplinary nature of the literature, with relevant studies located across management, organizational behaviour, psychology, human resource management and service-sector research (Baumeister & Leary, 1997; Snyder, 2019).

Relevant literature was identified through searches of Scopus, Web of Science, and Google Scholar. The search strategy was constructed around four focal constructs: organizational commitment, burnout, PsyCap, and turnover intention. In Scopus, the TITLE-ABS-KEY field code was used to retrieve studies that included these concepts in the title, abstract, or keywords, whereas in Web of Science, a Topic Search (TS) strategy was applied. Boolean operators (AND, OR) were used to combine the main constructs and their related synonyms, phrase searching was conducted using quotation marks, and truncation symbols were employed where appropriate to capture lexical variations. Google Scholar was used as a supplementary platform to identify additional relevant articles, influential publications, and studies linked by citations, particularly those related to courier, delivery, and logistics employees. The search primarily emphasized studies published in English between 2015 and 2025. However, earlier seminal works were retained where necessary for theoretical grounding.

The Scopus search string was structured as follows: TITLE-ABS-KEY(("organizational commitment" OR "organisational commitment") AND (burnout OR "job burnout" OR "employee burnout" OR "occupational burnout") AND ("psychological capital" OR "positive psychological capital" OR pscap) AND ("turnover intention" OR "turnover intentions" OR "intention to leave" OR "intent to leave" OR "quit intention*" OR "leaving intention*")). A comparable combination of terms was applied in Web of Science and Google Scholar, with additional context-specific keywords, such as *courier employees*, *delivery workers*, *logistics employees*, and *postal workers*, used where appropriate to improve the retrieval of occupation-relevant studies.

Screening was conducted in several stages. Duplicate records and clearly irrelevant sources were removed first. Titles and abstracts were then reviewed to determine whether the studies addressed turnover intention, organisational commitment, burnout, PsyCap or employee retention. Where a study appeared relevant, the full article was considered in terms of its conceptual contribution, theoretical value and applicability to courier work or comparable high-demand occupations. Studies concerned only with logistics performance, customer decision-making or technical delivery systems, without meaningful attention to employee-related factors, were excluded.

Study Selection and Data Extraction

The review prioritized peer-reviewed journal articles, major theoretical contributions, and empirical studies that were clearly relevant to employee withdrawal, work strain, organizational attachment, and positive psychological resources. Studies were included when they addressed turnover intention as an outcome variable, examined at least one of the focal constructs, or contributed conceptually to understanding employee retention in demanding work contexts. Studies were excluded when they were non-scholarly, duplicated across databases, only marginally related to the review objectives, or focused primarily on operational efficiency, logistics systems, customer outcomes, or technical performance issues without meaningful treatment of employee-related variables.

Following the initial search, titles and abstracts were screened for relevance to the review's objectives. Full-text articles were then examined, as needed, to determine conceptual fit, theoretical contribution, and contextual relevance. In addition to database searching, backward and forward citation tracking was undertaken to identify foundational and highly influential studies that were theoretically important to the development of the review. The search process yielded a broad pool of potentially relevant sources, from which approximately 133 studies and foundational works were retained for close review and in-depth synthesis.

Given the limited number of studies focusing specifically on courier employees, the review also incorporated evidence from adjacent occupational sectors, such as healthcare, education, aviation, public service, and broader service work. These sectors were included because they share several work characteristics relevant to courier employment, including workload pressure, emotional labour, role strain, performance monitoring, and retention challenges. Nevertheless, evidence from these sectors was used primarily for conceptual transfer and comparative interpretation rather than as a direct substitute for courier-specific findings.

After the selected studies were identified, key information was systematically extracted from each source to support comparison and synthesis. The extracted details included author(s), year of publication, country or sector, study design, focal construct(s), theoretical perspective, and principal findings related to turnover intention, organizational commitment, burnout, or PsyCap. Where applicable, sample characteristics and contextual features were also noted. To improve transparency and consistency in synthesis, a structured data extraction framework was used to organize the relevant characteristics of each study, as presented in Table 1.

Table 1: Data Extraction Framework

Item	Details extracted
Bibliographic information	Author(s), year
Study Context	Country, sector, occupation
Methodological profile	Study type, design, sample/population
Core variables	Organizational commitment, burnout, PsyCap, turnover intention
Supporting variables	Other related constructs or conditions
Theoretical perspective	JD-R, COR, or other frameworks
Key findings	Main findings relevant to turnover intention
Relevance to review objectives	Contribution to review objectives and courier context

This framework supported comparison across studies and facilitated the identification of recurring patterns, conceptual overlaps, contextual differences, and research gaps relevant to turnover intention among courier employees and comparable occupational groups.

To further strengthen transparency, selected studies were also summarized by sectoral context, focal variables, theoretical orientation, principal findings, and relevance to the courier setting. This summary is presented in Table 2:

Table 2: Summary of Selected Studies

Author(s) / Year	Sector / Context	Main variable(s)	Theory / perspective	Key finding(s)	Relevance to courier context
Tett and Meyer (1993)	General employment contexts / meta-analytic evidence	Job satisfaction, organizational commitment, turnover intention, turnover	Turnover and withdrawal framework	Organizational commitment was negatively associated with turnover intention and actual turnover, supporting its role as a key retention- related construct.	Provides foundational evidence that commitment is a strong predictor of withdrawal cognitions relevant to courier retention.
Allen and Meyer (1990); Meyer and Allen (1991)	General organizational context	Organizational commitment	Three- component model of commitment	Organizational commitment was conceptualized as affective, continuance, and normative commitment, providing a basis for understanding employee attachment to organizations.	Useful for explaining why stronger attachment may reduce turnover intention among couriers.

Author(s) / Year	Sector / Context	Main variable(s)	Theory / perspective	Key finding(s)	Relevance to courier context
Leiter and Maslach (2009)	Nursing / healthcare	Burnout, turnover intention	Burnout and work strain perspective	Burnout played a mediating role in explaining turnover-related outcomes, indicating that chronic exhaustion can contribute to withdrawal intentions.	Supports the argument that burnout is a central strain pathway in high- demand work, such as courier roles.
Maslach and Leiter (2016)	Cross-sector / conceptual	Burnout	Burnout framework	Burnout was described as a chronic work- related syndrome characterized by exhaustion, cynicism, and reduced efficacy.	Helps frame courier work as vulnerable to energy depletion and disengagement under sustained pressure.
Avey, Luthans, and Jensen (2009)	General employees	Psychological capital, stress, turnover	Positive organizational behavior / PsyCap	PsyCap functioned as a positive resource that helped combat employee stress and turnover.	Suggests PsyCap may strengthen coping and reduce withdrawal among couriers facing demanding daily routines.
Avey et al. (2011)	Meta-analysis across sectors	Psychological capital, attitudes, behaviours, and turnover intention	Positive organizational behavior / PsyCap	PsyCap was positively associated with desirable work attitudes and negatively associated with stress, cynicism, and turnover intention.	Provides broad empirical support for PsyCap as a protective resource for retention.
Yim et al. (2017)	Nurses in Korea	Occupational stress, psychological capital, turnover intention	Stress- resource perspective	PsyCap mediated the relationship between occupational stress and turnover intention.	Relevant for courier settings where stress may increase quitting intentions unless buffered by personal resources.

Author(s) / Year	Sector / Context	Main variable(s)	Theory / perspective	Key finding(s)	Relevance to courier context
Xiao et al. (2022)	Chinese nurses	Psychological capital, turnover intention	Moderated mediation / resource- based view	PsyCap was negatively associated with turnover intention.	Strengthens the review argument that PsyCap may directly reduce withdrawal intention in demanding occupations. Highly relevant because it links
Han and Cai (2024)	Korean flight attendants	Psychological capital, organizational commitment, and turnover intention	Resource and commitment perspective	PsyCap positively influenced organizational commitment and negatively influenced turnover intention.	PsyCap and commitment in a service occupation with performance and emotional demands similar to those of courier work.
Zambrano- Chumo and Guevara (2024)	Healthcare professionals	Psychological capital, burnout, turnover intention	Burnout mediation / resource perspective	PsyCap reduced turnover intention indirectly through burnout.	Supports the integrated argument that PsyCap may lower withdrawal by reducing burnout.
Schulz, Luthans, and Messersmith (2014)	Commercial drivers / logistics	Psychological capital, retention	Logistics and retention perspective	PsyCap was presented as a valuable tool for driver retention.	One of the most directly relevant studies for courier and transport- based occupations.
Demerouti et al. (2001); Bakker and Demerouti (2024)	Cross-sector / theoretical	Job demands, job resources, burnout, work outcomes	JD-R theory	High job demands contribute to exhaustion, while job resources support motivation and reduce strain.	Provides a strong theoretical basis for understanding courier turnover intention under workload pressure, customer demands, and route uncertainty.
Hobfoll (1989)	Cross-sector / theoretical	Stress, resource loss, coping	COR theory	Stress emerges when valued resources are	Supports the explanation that courier employees

Author(s) / Year	Sector / Context	Main variable(s)	Theory / perspective	Key finding(s)	Relevance to courier context
				threatened or depleted.	may consider leaving when work results in ongoing resource loss without recovery.

As referred in Table 2, much of the available evidence is drawn from healthcare, aviation, and general service contexts, while directly courier-specific studies remain limited. This pattern further supports the need for an integrated review that cautiously transfers insights from adjacent sectors to the courier and logistics context.

Thematic Analysis and Theoretical Interpretation

The selected studies were analysed using a thematic analysis approach through iterative reading, comparison, and interpretation of recurring concepts, explanatory patterns, and empirical findings. During this process, the extracted studies were grouped according to their primary conceptual focus, theoretical relevance, and contribution to understanding turnover intention. This analytical procedure resulted in four interrelated themes: (1) turnover intention as a withdrawal outcome, (2) organizational commitment as a protective factor, (3) burnout as a strain-related predictor, and (4) PsyCap as a personal resource that may buffer stress and support retention. The thematic organization enabled the review to move beyond isolated findings and to synthesize the literature into a more coherent explanation of retention-related behaviour across demanding occupational contexts.

To strengthen theoretical coherence, the thematic findings were interpreted through the Job Demands-Resources Theory (JD-R) model and the Conservation of Resources Theory (COR). These perspectives provided an appropriate basis for explaining how demanding work conditions may contribute to burnout, how organizational commitment may reduce withdrawal cognitions, and how PsyCap may function as a protective personal resource that helps employees cope with stress and remain engaged with the organization. In this way, the review did not merely summarize prior findings. Nevertheless, it used theory-guided interpretation to develop a more integrated conceptual understanding of turnover intention among courier employees and comparable high-demand occupational groups (Bakker & Demerouti, 2024; Hobfoll, 1989).

As a narrative review, this article does not claim exhaustive coverage of all available studies. It does not employ formal procedures associated with systematic reviews, such as protocol registration, (*Preferred Reporting Items for Systematic Reviews and Meta-Analyses*) PRISMA-based reporting or meta-analytic aggregation. Nonetheless, methodological transparency was enhanced through the explicit identification of search sources, keyword strategy, inclusion and exclusion criteria, screening logic, citation tracking, data extraction, and theory-guided thematic synthesis. Accordingly, the review aimed to provide a structured, conceptually rigorous interpretation of the literature while acknowledging the selective and interpretive nature inherent to narrative review methodology (Baumeister & Leary, 1997; Snyder, 2019).

Conceptualizing Turnover Intention

Turnover intention is generally understood as an employee's conscious decision to leave the current organization. It is widely treated as the most immediate cognitive precursor to actual turnover because employees typically form withdrawal cognitions before engaging in exit behaviour (Tett & Meyer, 1993). For this reason, turnover intention is often used as a practical and research-based indicator of organizational instability and retention risk.

In operational terms, turnover intention matters because it can emerge before resignation, allowing organizations to intervene. Employees who are considering leaving may reduce engagement, lower discretionary effort, distance themselves psychologically from the organization, or become less responsive to team objectives. In labour-intensive service sectors, these early forms of disengagement can adversely affect service quality even before actual turnover occurs (Rohayati et al., 2023).

Courier work makes turnover intention especially salient. The job often involves demanding delivery schedules, route uncertainty, exposure to weather and traffic, customer complaints, and physical fatigue (Hallo & Dewi, 2022). These conditions can intensify both stress and withdrawal cognitions. Consequently, understanding turnover intention among couriers requires attention to both organizational conditions and individual coping resources.

Organizational Commitment and Turnover Intention

Organizational commitment is one of the most widely studied predictors of employee retention. Allen and Meyer (1990) conceptualized commitment through three components: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to emotional attachment to the organization; continuance commitment reflects the perceived costs of leaving; and normative commitment captures a sense of moral obligation to remain. Meyer and Allen (1991) further argued that these components provide a comprehensive framework for understanding why employees stay with organizations.

Although organisational commitment is generally associated with lower turnover intention, its protective effect may depend on how employees experience fairness, support and recognition at work. This may be particularly important for couriers, whose commitment can be tested by demanding daily operations. Heavy workloads accompanied by weak organisational support may gradually reduce employees' attachment to the organisation (Elrayah et al., 2023; Luz et al., 2018).

This relationship is relevant to courier settings, where employees often operate under demanding conditions that can erode attachment if the organization is perceived as unsupportive or unfair. In the Malaysian context, Abd Razak and Ali (2021) identified that employee commitment at Pos Malaysia Berhad is associated with organizational practices, such as pay administration. This suggests that, within courier organizations, commitment can be shaped by managerial systems rather than by individual disposition. Fairness, recognition, communication, and supportive supervision may therefore strengthen commitment and indirectly reduce turnover intention.

Organizational commitment may also play a broader explanatory role by linking structural conditions to employee retention. In other words, leadership quality, organizational support, compensation practices, and work experiences often influence turnover intention by strengthening or weakening employees' commitment to the organization. For courier organizations, this means retention strategies should not rely solely on financial incentives but also aim to build identification, trust, and a sense of belonging.

Burnout and Turnover Intention

Burnout is a chronic work-related response to prolonged stress. Hence, it has become one of the most influential concepts in the study of employee well-being and retention. The construct is commonly described through emotional exhaustion, depersonalization or cynicism, and reduced professional efficacy (Maslach & Leiter, 2016). From a JD-R perspective, burnout develops when job demands remain high. At the same time, job resources are insufficient to support recovery and sustained functioning (Demerouti et al., 2001).

The empirical literature consistently links burnout to turnover intention. Leiter and Maslach (2009) demonstrated that burnout mediates the relationship between work-life factors and turnover intention among nurses. More recent studies likewise show that emotional exhaustion and related strain processes are strongly associated with employees' desire to withdraw from the organization (Zambrano-Chumo & Guevara, 2024). Burnout is therefore not merely an outcome of poor working conditions. It is also a mechanism through which demanding work environments translate into retention problems.

This body of evidence is highly relevant to courier employees. Couriers regularly work under pressure, meet daily deadlines, work long hours, face customer-facing demands, and experience physical strain. When these conditions persist without adequate recovery, employees may feel depleted and detached from their work. Note that such psychological depletion can reduce service quality, weaken attachment to the organization, and increase the perceived attractiveness of leaving.

Burnout may also weaken other protective resources. Employees experiencing chronic exhaustion may find it more difficult to remain committed, optimistic, and resilient. For this reason, burnout is especially important in integrated models of turnover intention because it sits at the intersection of job conditions, psychological strain, and withdrawal cognition.

Psychological Capital and Turnover Intention

PsyCap refers to an individual's positive psychological state of development. It is typically defined by four components: self-efficacy, hope, resilience, and optimism (Avey et al., 2009). Self-efficacy reflects confidence in one's ability to perform tasks successfully. Hope involves determination and pathway thinking toward goals. Meanwhile, resilience denotes the capacity to recover from setbacks, and optimism refers to positive expectations regarding future outcomes. Collectively, these resources support persistence, adaptive coping, and constructive work behaviour.

PsyCap has been linked to a wide range of desirable outcomes. Avey et al. (2011) conducted a meta-analysis and discovered that PsyCap is positively associated with favourable employee attitudes and negatively associated with undesirable outcomes such as stress, cynicism, and

turnover intention. Empirical studies also show that PsyCap can reduce turnover intention directly and indirectly. For example, Avey et al. (2009) illustrated that PsyCap is a positive resource for combating employee stress and turnover, while Yim et al. (2017) highlighted that PsyCap mediates the relationship between occupational stress and turnover intention among nurses.

More recent studies reinforce this protective role. Xiao et al. (2022) reported that PsyCap was negatively associated with turnover intention among Chinese nurses. Zambrano-Chumo and Guevara (2024) demonstrated that PsyCap reduced turnover intention indirectly through burnout among healthcare professionals. Similarly, Han and Cai (2024) indicated that PsyCap positively influenced organizational commitment and negatively influenced turnover intention among Korean flight attendants. In the logistics domain, Schulz et al. (2014) argued that PsyCap may also serve as a useful retention resource for commercial drivers, particularly in courier settings.

For couriers, PsyCap may be especially valuable because the work often requires adaptability, persistence, emotional control, and confidence under pressure. Employees with stronger PsyCap may interpret daily setbacks as manageable rather than overwhelming, thereby reducing the likelihood that stress escalates into burnout or withdrawal intention. PsyCap should therefore be viewed as an individual trait-like resource and a developable capacity with practical relevance for retention interventions.

Interrelationships among Organizational Commitment, Burnout, Psychological Capital, and Turnover Intention

The reviewed literature suggests that turnover intention is best understood as the combined effects of organizational commitment, burnout, and PsyCap, rather than any single construct in isolation. Organizational commitment tends to reduce turnover intentions by strengthening employees' psychological attachment to the organization. Burnout increases turnover intentions by undermining energy, meaning, and continued engagement. PsyCap, by contrast, acts as a positive resource that can sustain coping and buffer the effects of job-related strain (Obeng et al., 2021; Rastogi & Singla, 2025).

These relationships are interconnected. Burnout may erode organizational commitment by making employees feel exhausted, detached, and less invested in the organization. Conversely, strong commitment may reduce the likelihood that difficult working conditions are interpreted as reasons to leave. PsyCap may operate across both pathways: it can lower burnout by enhancing coping capacity and may also strengthen commitment by supporting positive interpretations of work and organizational membership (Han & Cai, 2024; Zhu et al., 2022). An integrated perspective is especially useful for courier work. Even when high job demands cannot be fully eliminated, employees may remain with the organization if they feel committed, supported, and psychologically capable of coping with challenges. This means that courier retention should be approached as a dynamic balance between organizational conditions and personal resources, rather than as a function of pay or workload alone.

Theoretical Underpinnings

Job Demands-Resources Theory (JD-R)

JD-R theory explains how job demands and job resources jointly shape burnout, motivation, and work outcomes. Demerouti et al. (2001) proposed that high job demands primarily contribute to exhaustion, whereas insufficient job resources contribute to disengagement. Bakker and Demerouti (2024) further clarified that the framework remains highly applicable for understanding how strain and motivation coexist within contemporary work settings. For courier employees, workload pressure, customer demands, route uncertainty, and physical fatigue represent salient job demands. In contrast, supervisory support, recognition, fair systems, and autonomy represent important job resources.

Conservation of Resources Theory (COR)

COR theory proposes that individuals strive to obtain, protect, and build valued resources, and that stress emerges when those resources are threatened or lost (Hobfoll, 1989). From this perspective, burnout can be understood as a state of resource depletion, while PsyCap functions as a valuable internal resource that helps employees withstand and recover from demanding work conditions. COR theory is therefore highly relevant to turnover intention because employees may consider leaving when they perceive that continued employment will result in further resource loss without adequate recovery or gain.

Together, JD-R and COR theory provide a strong theoretical basis for understanding why courier employees may leave. JD-R explains the structural balance between job demands and resources, whereas COR highlights the individual experience of resource loss and preservation. Their combined application offers a useful foundation for future courier-based empirical models.

Research Gaps

The reviewed literature supports three broad conclusions. First, burnout appears to be one of the most consistently reported positive predictors of turnover intention. Second, organizational commitment remains a robust negative predictor of withdrawal cognition. Third, PsyCap appears to serve as a protective resource that can reduce stress-related deterioration and strengthen desirable organizational attitudes. These findings are theoretically coherent and broadly consistent across occupational settings.

At the same time, several research gaps remain. The most significant is the limited number of studies focusing specifically on courier employees. Much of the current evidence comes from healthcare, education, aviation, and public service. Although these sectors share some characteristics with courier work, they do not fully capture the operational realities of delivery-based occupations. Courier work involves a unique blend of physical strain, time discipline, route unpredictability, customer interaction, and performance monitoring, all of which may shape turnover intention differently.

However, findings from healthcare and aviation should be transferred to courier work with caution. Unlike nurses or flight attendants, couriers experience a stronger combination of physical mobility, route uncertainty, delivery deadlines, weather exposure, and individual

performance monitoring. Therefore, while the theoretical mechanisms of burnout and commitment may be similar, the way these factors operate in courier work may differ in intensity and form.

A second gap concerns integrated modelling. Many studies examine only one or two antecedents at a time. Fewer studies analyse organizational commitment, burnout, and PsyCap within a single explanatory framework. This limitation restricts understanding of how protective and risk factors may interact, particularly through mediating and moderating pathways. Future work among couriers would benefit from testing integrated models that reflect the complexity of retention decisions.

A third gap concerns context. Evidence from Malaysia and comparable emerging logistics environments remains limited. Given labour market structures, compensation systems, managerial practices, and institutional protections vary across contexts, findings from other sectors or countries should not simply be generalized to Malaysian couriers without empirical testing. This gap creates a clear rationale for future research focused on Pos Malaysia Berhad and similar organizations.

Taken together, these gaps justify the need for future courier-specific empirical research that integrates organizational commitment, burnout, and PsyCap within a single explanatory model.

Practical and Theoretical Implications

The review carries both practical and theoretical implications. From a practical perspective, courier organizations should treat turnover intention as a multidimensional issue. Retention cannot be improved solely through recruitment campaigns or ad hoc incentives. Instead, organizations should build stronger systems of support that reduce excessive workload strain, improve communication, strengthen supervisory quality, and foster fairness in performance and reward processes. Such measures are likely to strengthen commitment while reducing the risk of burnout.

The review also suggests that PsyCap development may be a promising retention strategy. As PsyCap is considered developable rather than fixed, organizations may benefit from interventions that enhance resilience, efficacy, hope, and optimism. In high-demand operational settings, these resources may help employees interpret challenges more constructively and sustain motivation amid daily pressure. PsyCap development should therefore complement, rather than replace, structural improvements in work conditions.

Theoretically, the review supports a more integrated understanding of turnover intention in courier work. Rather than treating organizational and psychological variables as separate domains, future studies should examine how they interact to shape employees' decisions to stay or leave. Such an approach would extend the retention literature into a sector that remains underexplored despite its growing economic importance.

Conclusion

This narrative review examined turnover intention through the lenses of organizational commitment, burnout, and PsyCap. The reviewed literature indicates that organizational commitment generally lowers turnover intention, that burnout tends to increase turnover

intention, and that PsyCap functions as an important protective resource. More importantly, the literature suggests that these variables are interrelated and should be understood within an integrated framework rather than as isolated predictors.

For courier employees, the issue is particularly important because the job combines demanding operational conditions with continuous service expectations. Nevertheless, empirical evidence specific to couriers, especially in Malaysia, remains limited. Future research should therefore test integrated models among courier employees and examine how organizational interventions and psychological resources jointly shape retention outcomes. Such work would advance theory and provide practical guidance for organizations seeking to reduce workforce instability in a strategically important sector.

By integrating organizational commitment, burnout, and PsyCap within a courier-relevant retention framework, this review contributes to a more context-sensitive understanding of workforce instability in logistics-related work.

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