

An Empirical Study on Psychological Mechanism of Impact of Civil Servants' Job Stress on Turnover Intention--the Chain Mediating Effect based on Job Satisfaction and Job Seeking Behavior

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Abstract:

Since 2012, Chinese Government has successively promulgated the "Eight Regulations" and other measures to standardize the behavior of civil servants. On June 1, 2019, the Revised Civil Service Law of the People's Republic of China came into force to further strengthen and standardize the management of civil servants. From the perspective of civil servants, the requirements of social development on the job of civil servants are becoming stricter and more detailed. Under the background civil servants are strongly aware of "it is not easy to be an official" and increasing job stress, and some civil servants feel "physically and mentally exhausted". Excessive job stress has brought many troubles to civil servants, such as harm to physical and mental health, affecting work progress and so on, and make a few civil servants have turnover intention or even resign. In this context, this paper analyzes the impact of civil servants' job stress on turnover intention through empirical research. Taking 349 civil servants in Yunnan province of PRC as an example, taking job stress as independent variable, job satisfaction and job seeking behavior as the chain intermediary variable, and turnover intention as the dependent variable, this paper constructs the psychological mechanism model of civil servants' job stress affecting turnover intention. SPSS and AMOS software are used to conduct an empirical study on the impact of job stress on turnover intention of civil servants in Yunnan Province. The results show that four dimensions of job stress of civil servants in Yunnan Province: Role conflict has a significant positive impact on turnover intention (0.101, $P < 0.05$), the other three dimensions of job stress are rejected for P value was not significant. Four dimensions of job stress have a significant negative impact on job satisfaction. Job satisfaction has a significant negative impact on turnover intention. Job satisfaction plays a mediating role between role ambiguity, role conflict, workload, resource scarcity and turnover intention. The chain mediating effect of job seeking behavior on four dimensions have been verified. It is a significant positive impact that role ambiguity, role conflict, workload and resource scarcity affect job seeking behavior through job satisfaction, then ultimately affect turnover intention. The job stress of civil servants in Yunnan Province is basically at a little high level. And the distribution of total effect of job stress from large to small is workload, resource Scarcity, role

conflict and role ambiguity. From the perspective of the influence of job stress dimensions on turnover intention, whether direct, indirect or total effects, the role conflict and workload of civil servants in Yunnan province have great influence on turnover intention. On the one hand, it is of great significance to analyze the influence of job stress on civil servants' turnover intention to resign. On the other hand, this paper verifies the chain mediating effect of job satisfaction and job seeking behavior on the relationship between job stress and turnover intention of civil servants in Yunnan Province. In addition, it plays an important role in reducing the mental stress of civil servants, improving their job satisfaction and cutting down their turnover intention. However, the turnover data of civil servants collected in this paper is not enough systematic, and the factors that may adjust job stress, such as social support and public service motivation, are not verified, which will be the direction of further research.

Keywords: *Civil servants, turnover intention, job stress, job satisfaction, job seeking behavior*

I. INTRODUCTION

Since 2012, Chinese Government has successively promulgated the "Eight Regulations" and other measures to standardize the behavior of civil servants, covering almost all aspects of the work and life of civil servants. From June 1, 2019, "Civil Servants Law of People's Republic of China (Revised Edition)" has been implemented. The revised Civil Servants Law fully reflects the requirements for civil servants in the new era, and further strengthens and regulates the management of civil servants. Coupled with several rounds of inspections by the central and local governments, a few senior government officials have been sacked one after another under the high pressure of anti-corruption. In the face of increasingly strict restrictions on power and the gradual reduction or disappearance of hidden benefits, civil servants have become more and more able to realize that "it is not easy to be an official". From the perspective of civil servants, the requirements of social development on the job of civil servants are becoming stricter and more detailed, and job stress is increasing, and some civil servants feel "both physically and mentally exhausted." Excessive job stress has brought many problems to civil servants, such as endangering their physical and mental health and affecting work progress, which even has caused a small number of civil servants to resign. The increasing turnover rate of civil servants is verifying this fact. According to statistics, the total number of civil servants nationwide reached 7.17 million in 2014, and the number of turnover in 2014 was about 9,000, and the turnover rate was about 0.125%. According to the Ministry of Human Resources and Social Security, 12,000 civil servants resigned in 2015, with a turnover rate of 0.2%. As far as Yunnan Province is concerned, the voluntary turnover of civil servants is not optimistic. According to data from the personnel department of Yunnan Province, the total number of civil servants in Yunnan Province in 2014 was 259,968, and the number of turnover was 301, with a turnover rate of 0.116%. From 2012 to 2014, the number of civil servants in Yunnan Province resigned was 16, 184 and 301, and the turnover rates were 0.006%, 0.07%, and 0.12%. A central department has about 500 civil servants, and its turnover rates is 1.8% (9) in 2016, 0.8% (4) in 2017, 0.8% (4) in 2019, 0.6% (4) in 2019 [1]. The data above shows that turnover among civil servants has always existed, which is related to many

reasons, the increase of job stress is an important reason. In this context, this article analyzed the influence of civil servants' job stress on turnover intention through empirical research.

II. THEORETICAL BACKGROUND AND HYPOTHESIS

2.1 Job Stress and Turnover Intention

2.1.1 Job Stress

Selye H (1976) believes that stress is a non-specific response of individuals to their needs, which means that stress exists at all times in our lives [2]. Kets d VMFR (1979) pointed out that it is necessary to measure the job stress of employees, check and test employees' pressure levels regularly and adjust them appropriately. This seems to be compared with traditional measures such as salary adjustments and equipment monitoring. It can improve the efficiency of the organization and contribute to the healthy development of the organization [3]. Schuler RS (1980) believes that the pressure in the organization is a very important phenomenon. It is usually related to physical, psychological, behavioral and other factors [4]. Work stressors include challenging stressors and obstructive stressors. The results of the study found that: challenging stressors have a positive predictive effect on work engagement and job burnout, and obstructive stressors have a positive predictive effect on job burnout and a negative predictive effect on work engagement (2017) [5].

Job stress is the independent variable in this article and we focus on mainly obstructive pressure. Price (2000) believed that Job stress is the degree to which work responsibilities cannot be realized, including four dimensions: role ambiguity, role conflict, workload, and resource scarcity [6]. Role ambiguity mainly refer to unclear job responsibilities. Role conflict mainly refers to the conflict caused by the inconsistency of job responsibilities. Workload refers to the effort required to work. Resource scarcity refers to the degree of lack of resources required for work [7].

2.1.2 Turnover Intention

Turnover Intention is the dependent variable in this study. Turnover Intention of a civil servant mainly refers to the idea that a civil servant has to resign from his position as a civil servant, give up his status as a civil servant, and leave the current organization.

Mobley (1982) believes that Turnover refers to the process by which an employee terminates the relationship between his individual and the organization from which he derives benefits; and Turnover Intention refers to the employee's inner mind after he has experienced dissatisfaction with his work and considered his work. An attitude and mental tendency that have emerged [8]. Cotton J L, Tuttle J M (1986) reviewed the research on employee turnover using meta-analysis technology through literature review. The results of the study show that almost all of the 26 variables studied are related to turnover. The research results also show that the research variables including population, nationality and industry have a certain correlation between many variables and turnover [9]. Griffeth R W, Hom P W (1988) compared the

relative predictive validity of different alternatives in the turnover model. These concepts are as close as possible to the turnover standard according to the different specificity levels of the research, and are tested in the Mobley turnover theory framework, but the results do not fully support the Mobley theory [10]. Soonhee Kim (2005) studied the factors that influence civil servants' turnover intention. The results show that job burnout, emphasis on participatory management, promotion opportunities, and salary satisfaction have a significant impact on the willingness of state government information managers to leave [11]. James Gerard Caillier (2011) established a turnover intention survey model and used the model to test state government employees. The results of the study show that employees with high job satisfaction and high job performance have relatively lower turnover intention. But contrary to expectations, there is a positive correlation between employees' public service motivation and their turnover intention. On the other hand, the research found that employees' participation in decision-making, their mission contributions, and the fairness of the reward system are not related to the employee's turnover intention [12]. Jesse W. Campbell, Tobin Im, Jisu Jeong (2014) used survey data on a large number of Korean civil servants to explore the influence of organizations emphasizing efficiency teams on local governments. The results of a fixed impact analysis show that a higher level of emphasis on efficiency is related to a stronger employee's turnover intention [13]. HY Yao (2020) studied the influence of language, academic, cultural and other factors on the development of professional identity of international students participating in social work through a meta-analysis, and found that professional identity has a significant impact on the turnover rate [14]. According to Albrecht and Marty (2020), personality characteristics and individual differences have an impact on turnover intention in a direct or indirect way [15]. Mochamad et al. (2020) believe that if employees are satisfied with their jobs, they will show their commitment to the enterprise loyalty, otherwise, they will have negative attitudes [16]. Agus et al. (2020) found that job insecurity and working environment had a positive and significant impact on turnover intention through a survey of employees of Supplier Security Systems in Indonesia [17].

Related research in China is later than foreign. Mian Zhang, De Zhang, and Shuzhuo Li (2003) conducted a survey of multiple employees in 15 IT companies, and summarized 10 factors that have an important impact on employee turnover intentions, mainly job satisfaction, personal Growth, organizational commitment, work commitment, work monotony, promotion opportunities, etc [7]. Rensun Ye, Yuqin Wang, and Zeyan Lin (2005) conducted an empirical study on 499 employees of state-owned enterprises and came to the following conclusion: the two variables of job satisfaction and organizational commitment are significantly negatively correlated with employees' resignation, while employees' work the negative correlation between satisfaction and their turnover intention is stronger [18]. Dongtao Yang, Lianke Song, and Jiangru Wei (2007) used open-ended questions to conduct related surveys. Based on a thorough review of the literature, they used questionnaires to integrate detailed intentions for employees in the Chinese context. The influencing factors are as follows: salary, relationship, corporate culture, leadership style, corporate development, etc [19]. Lin Huang (2016) carefully analyzed and summarized the reasons for the resignation of civil servants under the new situation. He believes that the reasons for the resignation of civil servants are both external attractiveness and internal competitiveness. The external attraction can be further subdivided into: the gradual formation of concepts such as the decline of social

status, the attraction of high salaries by enterprises, and the flow of human resources. The internal competitiveness mainly includes: the promotion system is unreasonable, the promotion is not transparent; the incentive system is not perfect; the interpersonal relationship is alienated, and the work is monotonous [20].

2.1.3 The Relationship Between Job Stress and Turnover Intention

For a long time, the research on job stress and resignation has mostly focused on enterprises. The results of the research show that the relationship between job stress and job satisfaction is often negatively correlated, and the relationship between job stress and turnover intention is mainly positively correlated. Denton M, Zeytinoglu I U, Davies S Denton M (2002) studied the job stress and job dissatisfaction of home nursing staff in the context of medical and health system reform. Through a survey of 892 employees in three non-profit home care institutions in a medium-sized city in Ontario, Canada, they showed that changes in the social organization of family health work will increase their pressure and lead to dissatisfaction at work [21]. The research results of Collins (1993) [22] and Sanders (1995) [23] show that excessive job stress will lead to an increase in the employee's turnover intention. Kluger M T, Townend K, Laidlaw T (2015) used the empirical research method of questionnaire survey to research and analyze the job satisfaction, job pressure and resignation of professional anesthesiologists in Australia. The research results show that the stress of anesthesiologists mainly includes time constraints and interference with family life. The overall level of job burnout is higher than that of other medical groups. In order to reduce the turnover of professional anesthesiologists, it is necessary to pay more attention to improving the job satisfaction of professional anesthesiologists. And reduce its job stress [24]. Shuang Ma et al. (2015) conducted a questionnaire survey of 225 grassroots civil servants in the local taxation departments of 7 districts and counties in Beijing, and found that the job stress of the local taxation department's grassroots civil servants can be significantly negatively predicted. At the same time, their job satisfaction can significantly positively predict the employee's turnover intention [25]. Chang Seek Lee and Ha Young Jang (2018) was to identify the role of hope and job satisfaction between job stress and turnover intention of 370 workers. The results of this study are as follows. Turnover intention showed a positive correlation with stress, a negative correlation with hope, and job satisfaction. And job satisfaction showed a negative correlation with stress, positive correlation with hope. Among these, stress and turnover intentions showed the highest correlation, followed by correlation of job satisfaction and turnover intention, and followed by hope and job satisfaction [26].

Liu et al. (2019) took rural medical workers from 11 provinces in western China as research objects to study their job satisfaction, job stress and turnover intention and the relationship among them. The results showed that rural medical workers had low degree of job satisfaction and moderate job stress. There is a significant positive correlation between job pressure and turnover intention. Job satisfaction partially mediated the relationship between job stress and turnover intention, and salary satisfaction among job satisfaction had the largest indirect mediating effect [27]. Prasetio Prasetio et al. (2019) explained the effect of work stress on turnover intention through the mediation of job satisfaction in private-owned hotel in Karawang, West Java. Explanatory causal method was used to analyze the relation between variables

through hypothesis testing. Nonprobability sampling method with accidental sampling technique was used to gather 100 participants. The study reveals several findings: work stress and job satisfaction have significant effect on turnover intention. But they have different direction. Job satisfaction negatively affects turnover intention, while work stress positively affects turnover intention. Job satisfaction did not mediate the relation between work stress and turnover intention [28]. Bei Li, Zhaoyang Li and Qiaoqin Wan (2019) tested the relationship between work practice environment and turnover intention, considering the mediation of work engagement and the moderation of job stress among community health nurses. The results showed that work practice environment was positively associated with higher work engagement and lower turnover intention and work engagement partially mediated the relationship between work practice environment and turnover intention. In addition, job stress moderated the relationship between work practice environment and work engagement [29]. Chegini Zahra et al. (2019) examined the relationship between occupational stress, quality of working life and turnover intention amongst nurses working in critical care units in Iran. The results showed that occupational stress and quality of working life are associated with turnover intention amongst nurses working in critical care units. Lower perceived occupational stress and higher quality of working life will result in less reported turnover intention in critical care unit nurses [30]. Kurniawaty et al. (2019) investigated the factors that influence Bank Mandiri employees' turnover intention including work environment, stress, and job satisfaction. The findings of this research indicate that, work environment had a positive and significant effect on job satisfaction. Second, stress had a negative and significant effect on job satisfaction. Third, work environment had a negative and significant effect on turnover intention. Fourth, stress had a positive and significant effect on turnover intention. Fifth, job satisfaction had a negative and significant effect on turnover intention. Based on these results, work environment, stress, and job satisfaction can be policy tools to reduce turnover intention, which can lead to a decrease in real turnover at Mandiri Bank [31]. Stephen Tetteh et al. (2020) examined the role of affective commitment in the relationship between perceived organizational support (POS), job stress, and quitting intention of mining sector employees. Following mediated-moderated analysis, the results showed the employee's perceived job stress to mediate the relationship between POS and turnover intention. Additionally, affective organizational and occupational commitments moderated the relationship between job stress and turnover intention such that the relationship between job stress and turnover intention was less positive when affective commitments are high. From these findings, we conclude that providing employees with perceived organizational support will not only help reduce stress-related turnover intention, but may also help employees to develop an emotional attachment which will buffer the effect of stress on turnover intention [32]. Lulin Zhou et al. (2021) investigated some possible job stress factors that could influence newly recruited nurses' behavior to either continue or discontinue their job with their organization. The results showed that four stressors, stress from taking care of patients ($\beta = 0.111, p < .01$), stress from roles and workload ($\beta = 0.129, p < .001$), stress from co-workers and daily life ($\beta = 0.323, p < .001$) and stress from lack of professional knowledge and skills ($\beta = 0.137, p < .001$), from the perceived stress scale had a significant impact on turnover intention among nurses [33]. Youtian Shen et al. (2021) tested the impact of work stress on Chinese rural school principal turnover intention, 490 rural school principals in the mainland of China were asked to participate in a survey. Multiple linear regression

analyses showed that work stress had a positive relation with turnover intention, while achievement motivation and place attachment had negative relations [34].

From the combing and analysis of the above literature, we can see that the research on turnover in foreign countries is earlier than that in China, and nowadays, turnover has attracted more and more attention from Chinese scholars. This article first takes civil servants in Yunnan Province as an example to study how the four dimensions of job pressure, including role ambiguity, role conflict, workload, and lack of resources, can influence turnover intention of civil servants. Based on the above related research and analysis, this article assumes that the four dimensions of job stress have the following influence on turnover intention:

H A1-D: Role ambiguity directly affects turnover intention and has a significant positive effect.

H A2-D: Role conflict directly affects turnover intention and has a significant positive effect.

H A3-D: Work load directly affects turnover intention and has a significant positive effect.

H A4-D: Resource scarcity directly affects turnover intention and has a significant positive effect.

2.2 The Mediating Effect of Job Satisfaction

Job satisfaction refers to employees' preference for their work (price, 1997). For a long time, job satisfaction has been considered as a key factor affecting turnover intention. The studies of Mobley (1977) [35]; Cotton and Tuttle (1986) [36]; Mor Barak, Nissly and Levin (2001) [37]; Iverson and currivan (2003) [38] et al. show that job satisfaction is the most reliable predictor of turnover. Many studies have shown that job satisfaction depends on many organizational factors related to turnover, such as work routine, salary, goal clarity, goal constraints, procedural constraints, Human resource development (Wright and Davis 2002)[39]; Participatory and perceived supervisory style (Kim 2002)[40];Promotion opportunities (Ting, 1997) [41] And employee job burnout (Cordes and Dougherty, 1993 [42]; Huang, Chuang and Lin 2003[43]; Kim 2005[44]).When employees are satisfied with their work, they are unlikely to leave the company (Gray-Toft & Anderson, 1981 [45]; Mobley, 1977 [35]; Murphy and Gorchels, 1996 [46]; Ostroff, 1992 [47]).

This article assumes that job satisfaction has mediating effect on job stress and turnover intention.

H A1-B-D: Role ambiguity affects turnover intention through job satisfaction and has a positive effect.

H A2-B-D: Role conflict affects turnover intention through job satisfaction and has a positive effect.

H A3-B-D: Work load affects turnover intention through job satisfaction and has a positive effect.

H A4-B-D: Resource scarcity affects turnover intention through job satisfaction and has a positive effect.

2.3 The Chain Mediating Effect of Job Seeking Behavior

Job seeking behavior refers to the enthusiasm of employees to find another job. Economists emphasize that job seeking behavior is a determinant of turnover. [48-51] In the study of Hom and Griffeth (1995), job seeking behavior and job turnover intention are considered together.[52] Job seeking behavior will increase turnover intention, which may also be the result of job seeking behavior. Job seeking behavior is regarded as the chain mediating variable.

The Hypothesis is as follows:

H A1-B-C-D: Role ambiguity affects job seeking behavior through job satisfaction and ultimately affects turnover intention and has a positive effect.

H A2-B-C-D: Role conflict affects job seeking behavior through job satisfaction and ultimately affects turnover intention and has a positive effect.

H A3-B-C-D: Work load affects job seeking behavior through job satisfaction and ultimately affects turnover intention and has a positive effect.

H A4-B-C-D: Resource scarcity affects job seeking behavior through job satisfaction and ultimately affects turnover intention and has a positive effect.

2.4 Research Model

Based on the above hypothesis, the research model of this article is structured in figure 1. It reveals psychological mechanism of the impact of civil servants' job stress on turnover intention: Job stress is composed of four negative stressors, and two chain intermediary variables of job satisfaction and job search behavior are the psychological and behavioral changes of civil servants after feeling stress, and then finally point to the psychological state of turnover intention. Of course, it also includes the path that Job stress directly affects turnover intention of civil servants.

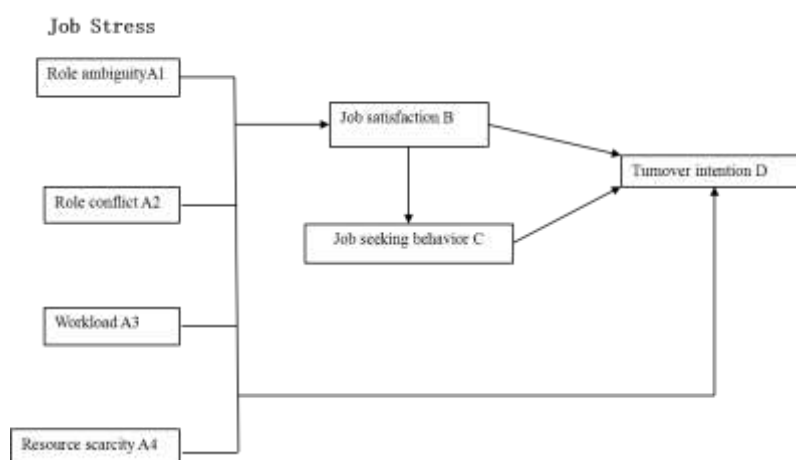


Figure 1: Research model

III. RESEARCH METHOD

3.1 Sample

The research object of this paper is civil servants in Yunnan Province. The questionnaire survey is mainly conducted in Guandu District of Kunming City, Malipo County of Wenshan Prefecture, Mangshi of Dehong Prefecture. A total of 450 questionnaires were distributed through stratified sampling and 405 questionnaires were recovered, with a recovery rate of 90%. After preliminary sorting, 349 valid questionnaires were obtained, with an effective recovery rate of 77.56%.

The basic information of the sample is as follows: (1) From the geographical distribution, there are 152 people in Kunming City accounting for 43.6%; 105 people in Malipo County of Wenshan Prefecture accounting for 30.1%; 92 people in Mangshi County of Dehong Prefecture accounting for 26.4%. Kunming represents the relatively developed region of Yunnan province, Mangshi County of Dehong Prefecture is in the middle level of Yunnan Province, and Malipo County of Wenshan Prefecture represents the less developed region of Yunnan Province. Mangshi and Malipo county are ethnic autonomous areas, forming a reasonable comparison with Kunming. (2) In terms of gender distribution, there are 188 males, accounting for 53.9%; and 161 females, accounting for 46.1% of the sample. The sample was evenly split between men and women, with slightly more men taking part than women. (3) In terms of age, there are 210 civil servants between 26 and 40 years old, accounting for 60% of the total number of samples; 37 people under the age of 25, accounting for 10.6%; 102 people over 40 years old, accounting for 30% of the total sample. (4) In terms of political status, there are 234 CCP members, accounting for 67 percent of the total; There are 106 masses, accounting for 30.4%; There are 9 members of other parties in PRC, accounting for 2.6%. (5) In terms of educational background, 228 people (65.3%) have gotten bachelor degree; 16 people have gotten master degree or above, accounting for 4.6%; 99 people have gotten junior college students or below, accounting for 28.4%. (6) In terms of length of service, it is basically consistent with age distribution. The number of people with less than 10 years of working experience is 184, accounting for 52.7%; 102 employees with 11-20 years of service, accounting for 29.2%; 63 employees with 21 years of service or above, accounting for 18.1%. (7) From the administrative level, the majority of the staff (keyuan), a total of 175 people, accounting for 50.1%; Section-level cadres (Keji) were next, 127, accounting for 36.4%; 13 officials at the county and division level (Xianchuj), accounting for 3.7%; The other 34, accounting for 9.7 %.

3.2 Measures

The questionnaire in this article is mainly composed of five parts, which measure demographic variables, job pressure, job satisfaction, job search behavior, and turnover intention. Except for demographic variables, the other four scales all use the widely used "Likert five-point method". This method is simple and convenient, based on "strongly disagree", "disagree", "neither agree nor disagree", For "agree" and "strongly agree", the corresponding scores are 1, 2, 3, 4, and 5. The demographic variables

of the questionnaire include gender, age, political outlook, educational background, length of service, administrative level, etc.

Job stress scale contains 4 dimensions and 7 questions in total: role ambiguity (question 1), role conflict (questions 2-3), workload (questions 4-6), resource scarcity (question 7). The fourth and fifth questions with heavy workload are reverse scoring. There are four questions in the job satisfaction scale, of which the second and fourth questions are reverse scoring. There are two questions in the Job Seeking Behavior Scale, both of which are reverse scoring. There are 4 questions of turnover intention, among which the 2nd and 3rd questions are reverse scoring. The specific questions and their sources are shown in Table I:

TABLE I: Measurement scale

variable	questions	sources
Job stress	Role ambiguity	A1. I am not clear about my responsibilities at work. Rizzo,1970 ^[53]
	Role conflict	A2. Different leaders often put forward conflicting work requirements to me. Rizzo,1970 ^[53]
		A3. Different colleagues often put forward conflicting work requirements to me.
	Workload	A4. I have enough time to complete each task.
		A5. My workload is not heavy. House,1981 ^[54]
	Resource scarcity	A6. I have to work at a very fast pace.
		A7. It is difficult for me to get the supplies I need for my job. Price,1997 ^[55]
Job Satisfaction	B1. I am quite satisfied with my current job.	Brayfield and Rothe,1951 ^[56]
	B2. My job is quite boring.	
	B3. I found real fun in my work.	
	B4. I often get bored with my work.	
Job seeking behavior	C1. I rarely look for information about other employment opportunities. Kim,1996 ^[57]	
	C2. It is very unlikely that I will find another work unit.	
Turnover Intention	D1. I wish to leave my current unit.	Kim,1996 ^[57]
	D2. I plan to stay in my current work unit as long as possible.	
	D3. Under normal circumstances, I will not voluntarily leave my current unit.	
	D4. If I continue to stay in this unit, my prospects may not be better.	

3.3 Validity and Reliability Analysis

3.3.1 Reliability Analysis

Reliability mainly reflects the reliability of the test scale. The following is the α coefficient value calculated by SPSS software. Because the measurement items with low factor load value of factor analysis were deleted from the role ambiguity and resource scarcity scale, only one measurement item was left, which could not evaluate the internal consistency of a single measurement item. As can be seen from Table II, except for role ambiguity and resource scarcity, only one measurement item could not evaluate internal consistency, the α coefficients of other scales were all above 0.65, showing good internal consistency.

TABLE II: Statistical table of reliability analysis results of scale

scale		Number of entry	α coefficients	
Job stress A	Role ambiguity	1	—	
	role conflict	2	0.684	
	workload	3		0.801
				0.658
	Resource scarcity	1	—	
Job satisfaction B		4	0.744	
Job seeking behavior C		2	0.653	
Turnover Intention D		4	0.717	

3.3.2 Analysis of Validity

The validity analysis of the scale is to analyze whether there is consistency between the adopted scale and external standards. The test results are shown in Table III:

TABLE III: KMO and Bartlett spherical test results statistical table

Scale	Number of entry	KMO sampling suitability quantity	Bartlett sphericity test		
			Chi-Square	df	sig
Job stress A	7	0.700	596.245	21	0.000
Role ambiguity	1	—			
Role conflict	2	0.500	205.748	1	0.000
Workload	3	0.649	147.678	3	0.000
Resource scarcity	1	—			
Job satisfaction B	4	0.672	373.607	6	0.000
Job seeking behavior C	2	0.500	79.716	1	0.000
Turnover Intention D	4	0.650	318.990	6	0.000

As can be seen from Table 3, the quantity of KMO sampling suitability of several scales is greater than or equal to 0.5, and the test results of Bartlett's sphericity are all significant, which means that the next factor analysis can be carried out. It is generally believed that factor load of each item factor needs to be

greater than 0.3, while factor load greater than 0.5 is better. Next, principal component analysis will be used for factor analysis. Table IV lists the results of factor analysis for each variable. It can be seen from the table that the factor load coefficient of each variable is above 0.5, indicating that the scale has good structural validity.

TABLE IV: Statistical table of factor analysis results of scale

Scale	Number of entry	Item factor load value				Total Variance Explained %
		1	2	3	4	
Job Stress	7					
Role ambiguity	1	———				
Role conflict	2	0.914	0.914			83.458
Workload	3	0.818	0.774	0.553		52.528
Resource scarcity	1	———				
Job satisfaction	4	0.786	0.628	0.798	0.793	56.948
Job seeking behavior	2	0.852	0.852			72.667
Turnover Intention	4	0.761	0.783	0.739	0.658	54.296

IV. RESEARCH RESULTS

4.1 Descriptive Statistical Analysis

This section conducts descriptive statistical analysis on the job stress, job satisfaction, job seeking behavior and turnover intention of the samples, mainly describing the mean value and standard deviation of variables. The results of descriptive statistical analysis are shown in Table V:

4.1.1 Job Stress of Civil Servants is Basically at a Little High Level

The mean value of the overall job stress is 2.8555 and the standard deviation is 0.58. And the pressure value of job stress in each dimension also has obvious difference. The mean values of workload and resource scarcity of the samples are relatively high, respectively 3.1862 and 2.9771, both higher than the overall pressure level, indicating that civil servants in Yunnan province have high workload pressure and resource scarcity pressure, and the phenomenon of heavy workload and insufficient resources is obvious. The mean value of role conflict was 2.7421, indicating that the pressure of civil servants in Yunnan province on role conflict was a little high. The role ambiguity pressure is relatively low, with an average of only 1.9685, indicating that most civil servants in Yunnan province are quite clear about their job responsibilities.

4.1.2 Civil Servants Have Higher Job Satisfaction

Its average value is 3.4979, and its standard deviation is 0.68, indicating that the overall job satisfaction of civil servants in Yunnan province is relatively high, and most civil servants still recognize their work.

4.1.3 Civil Servants' Job Seeking Behavior is in the Middle Level

The mean value is 2.5731, and the standard deviation is 0.71, indicating that the job-seeking behavior of civil servants in Yunnan province is not obvious, but it still exists, which needs to be paid attention to in the retention of civil servants.

4.1.4 Turnover Intention of Civil Servants Generally Tends to be Above Average Level

The mean value is 2.5967 and the standard deviation is 0.63. Which shows that the majority of civil servants in Yunnan province do not have a very strong turnover intention, which is more in line with the reality of civil servants. Although the assessment of civil servants is becoming more and more stringent and the requirements are becoming higher and higher, the relatively stable job of civil servants makes most people be more cautious about quitting. It should also be noted that some civil servants do have the intention of leaving, which should be paid attention to in the study of civil servant management and civil servant retention.

TABLE V: Statistical table of descriptive analysis

	Number of cases	Minimum	Maximum	Average	Standard deviation
Role ambiguity	349	1.00	5.00	1.9685	0.87207
Role conflict	349	1.00	5.00	2.7421	0.87394
Workload	349	1.00	5.00	3.1862	0.80191
Resource scarcity	349	1.00	5.00	2.9771	0.96164
job stress	349	1.00	5.00	2.8555	0.57745
Job satisfaction	349	1.00	5.00	3.4979	0.68136
Job seeking behavior	349	1.00	5.00	2.5731	0.70789
Turnover intention	349	1.00	5.00	2.5967	0.62841
Number of active cases	349				

4.2 Correlation Analysis

Correlation analysis is mainly to analyze the degree and status of correlation between two factors. Pearson's simple correlation coefficient was mainly used in this paper to analyze and study the correlation between variables, and the results are in table 6:

The results of correlation analysis show that there is a significant negative correlation between job stress of civil servants in Yunnan province and their job satisfaction, while there is a significant positive correlation between job stress and turnover intention, which is consistent with most research results at home and abroad. The four dimensions of job stress: role ambiguity, role conflict, workload, resource scarcity, job satisfaction and turnover intention have significant correlation. There is also a positive correlation between job stress and job seeking behavior, but the correlation coefficient is not very large. There is a significant negative correlation between job satisfaction and job seeking behavior, a significant negative correlation between job satisfaction and turnover intention, and a significant positive correlation between job seeking behavior and turnover intention.

TABLE VI: Statistical analysis table of correlation between variables

	Job Stress	Role ambiguity	Role conflict	Workload	Resource scarcity	Job satisfaction	Job seeking behavior	Turnover intention
Job Stress	1							
Role ambiguity	0.550**	1						
Role conflict	0.764*	0.347**	1					
Workload	0.531**	-0.113*	0.225**	1				
Resource scarcity	0.769**	0.194**	0.425**	0.342**	1			
Job satisfaction	-0.591**	-0.402**	-0.439**	-0.299**	-0.409**	1		
Job seeking behavior	0.187**	0.190**	0.170**	0.036	0.093	-0.203**	1	
Turnover intention	0.512**	0.318**	0.388**	0.288**	0.351**	-0.551**	0.433**	1

Note:*P<0.05 , **P<0.01

4.3 AMOS Tests of Research Models

On the basis of correlation analysis, in order to further explore the impact of job stress on civil servants' turnover intention and the mediating effect of job satisfaction and job seeking behavior, AMOS is used to conduct structural equation model analysis. The mediating effect of job satisfaction and job seeking behavior on job stress and turnover intention of civil servants in Yunnan province is further tested.

4.3.1 Model Fitting Degree Analysis

As can be seen from Table VII, the significance P of initial models A1, A2, A3 and A4 is 0.000, and the GFI value is less than the reference value 0.9. RMR value is greater than the reference value 0.05, RMSEA value is greater than the reference value 0.1, AGFI value, NFI value, CFI value and IFI value are all smaller than the reference value 0.9, obviously the initial four models do not fit the data well and need to be modified. Although the P value of modified models A1, A2, A3 and A4 is still 0.000 due to the influence of sample size, the Chi-square value of these models is significantly reduced compared with that of the initial model. Considering other indicators comprehensively, GFI values were all greater than 0.9, RMR values were all less than the reference value of 0.05, RMSEA values were all less than the reference value of 0.1, AGFI values, NFI values, CFI values and IFI values were all bigger than 0.9, all of the above values have met the requirements of suitable reference indicators. In addition, AIC and CAIC values of the four revised models are lower than those of the original model, indicating that the four revised models can fit the data well.

TABLE VII: Model fitting comparison table of the influence of Job Stress on turnover intention

NNFI	Initial Model A1	Modified Model A1	Initial Model A2	Modified Model A2	Initial Model A3	Modified Model A3	Initial Model A4	Modified Model A4
Chi-Square	259.343	116.132	236.436	112.113	295.202	153.082	205.837	89.923
P	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
GFI	0.863	0.944	0.894	0.951	0.883	0.941	0.899	0.956
RMR	0.060	0.049	0.052	0.038	0.067	0.057	0.052	0.038
RMSEA	0.126	0.078	0.105	0.064	0.106	0.071	0.109	0.064
AGFI	0.774	0.900	0.831	0.917	0.823	0.904	0.833	0.922
NFI	0.779	0.901	0.832	0.920	0.783	0.888	0.822	0.922
CFI	0.803	0.929	0.860	0.951	0.817	0.924	0.849	0.952
IFI	0.806	0.930	0.862	0.951	0.819	0.926	0.851	0.953
AIC	311.343	174.132	294.436	176.113	357.202	223.086	257.837	147.923
CAIC	437.575	314.929	435.233	331.476	507.709	393.009	384.069	288.720

(Reference values: Chi-Square (P>0.05), RMR<0.05, RMSEA<0.1, GFI>0.9, AGFI>0.9, NFI>0.9, CFI>0.9, IFI>0.9, AIC and CAIC the smaller, the better^[58])

4.3.2 Confirmatory Factor Analysis

The maximum likelihood method is adopted to estimate the regression coefficient between the research paths in this paper. Confirmatory factor analysis was conducted on the four dimensions of job stress to show the interaction between four dimensions of job stress and job satisfaction, job seeking behavior and turnover intention, and finally to verify this hypothesis paths.

TABLE VIII: Path regression coefficient table of the influence of four dimensions of job stress on turnover intention

Dimension	Path	Estimate	S.E.	C.R.	P	Label
Role ambiguity	Job satisfaction <--- Role ambiguity	-.434	.048	-8.957	***	par_8
	Job seeking behavior <--- Job satisfaction	-.225	.063	-3.569	***	par_11
	Turnover intention <--- Role ambiguity	.015	.042	.351	.726	par_9
	Turnover intention <--- Job satisfaction	-.452	.082	-5.509	***	par_10
Role conflict	Turnover intention <--- Job seeking behavior	.389	.091	4.278	***	par_12
	Job satisfaction <--- Role conflict	-.296	.047	-6.235	***	par_9
	Job seeking <--- Job satisfaction	-.287	.078	-3.654	***	par_12

Dimension		Path	Estimate	S.E.	C.R.	P	Label
Workload	behavior						
	Turnover intention	<--- Job satisfaction	-.515	.092	-5.630	***	par_10
	Turnover intention	<--- Role conflict	.101	.040	2.552	*	par_11
	Turnover intention	<--- Job seeking behavior	.385	.085	4.542	***	par_13
	Job satisfaction	<-- Workload	-.364	.086	-4.234	***	par_10
	Job seeking behavior	<-- Job satisfaction	-.461	.148	-3.122	**	par_13
	Turnover intention	<-- Job satisfaction	-1.246	.299	-4.166	***	par_11
Resource scarcity	Turnover intention	<-- Workload	-.130	.087	-1.500	.134	par_12
	Turnover intention	<-- Job seeking behavior	.639	.101	6.303	***	par_14
	Job satisfaction	<-- Resource scarcity	-.271	.037	-7.339	***	par_8
	Job seeking behavior	<-- Job satisfaction	-.265	.074	-3.561	***	par_11
	Turnover intention	<-- Job satisfaction	-.462	.090	-5.146	***	par_9
	Turnover intention	<-- Resource scarcity	.037	.028	1.327	.185	par_10
	Turnover intention	<-- Job seeking behavior	.453	.083	5.484	go	par_12

(Note: *P<0.05, ** P<0.01, *** P<0.001)

As can be seen from Table VIII, the three paths of role ambiguity, workload and resource scarcity have no significant P value for turnover intention, so the three paths are not valid. It shows that role ambiguity, workload and resource scarcity have no significant direct impact on turnover intention of civil servants. P values of other paths are significant, indicating that these paths are all valid. It also indicates that all mediation paths are valid.

4.3.3 Direct, Indirect and Total Effect Analysis

TABLE IX: Four dimensions of civil servants' Job Stress influence on direct, indirect and total effect value of turnover intention

Dimensionality	Variable	Job satisfaction			Job seeking behavior			Turnover intention		
		direct	indirect	total	direct	indirect	total	direct	indirect	total
Role ambiguity	Job satisfaction	.000	.000	.000						
	Job seeking behavior	-.225	.000	-.225	.000	.000	.000			

	Turnover intention	-.452	-.087	-.539	.389	.000	.389	.000	.000	.000
	Role ambiguity	-.434	.000	-.434	.000	.098	.098	.015	.234	.249
	Job satisfaction	.000	.000	.000						
	Job seeking behavior	-.287	.000	-.287	.000	.000	.000			
Role conflict	Turnover intention	-.515	-.110	-.626	.385	.000	.385	.000	.000	.000
	Role conflict	-.296	.000	-.296	.000	.085	.085	.101	.185	.286
	Job satisfaction	.000	.000	.000						
	Job seeking behavior	.000	.000	.000	.000	.000	.000			
Workload	Turnover intention	-1.246	-.294	-1.54	.639	.000	.639	.000	.000	.000
	Workload	-.364	.000	-.364	.000	.168	.168	-.130	.561	.461
	Job satisfaction	.000	.000	.000						
	Job seeking behavior	-.265	.000	-.265	.000	.000	.000			
Resource scarcity	Turnover intention	-.462	-.120	-.582	.453	.000	.453	.000	.000	.000
	Resource scarcity	-.271	.000	-.271	.000	.072	.072	.037	.158	.195

This study uses Amos software to analyze the direct effect, indirect effect and total effect. Direct effect is the direct effect of one variable on another. Indirect effect is the influence of a variable on another variable through an intermediary variable. The total effect is equal to direct effect plus indirect effect. The general principle is: If direct effect > indirect effect, it means that the intermediary variable does not play a role; If the direct effect is less than the indirect effect, it means that the intermediary variable plays a role, and researchers should pay attention to this intermediary variable.[58] The data in Table IX is summarized according to the model verification results of the four dimensions of work stress (Figure 2-5), which provides a basis for the analysis of the results of the four dimensions.

a. Hypothesis Testing of Role Ambiguity

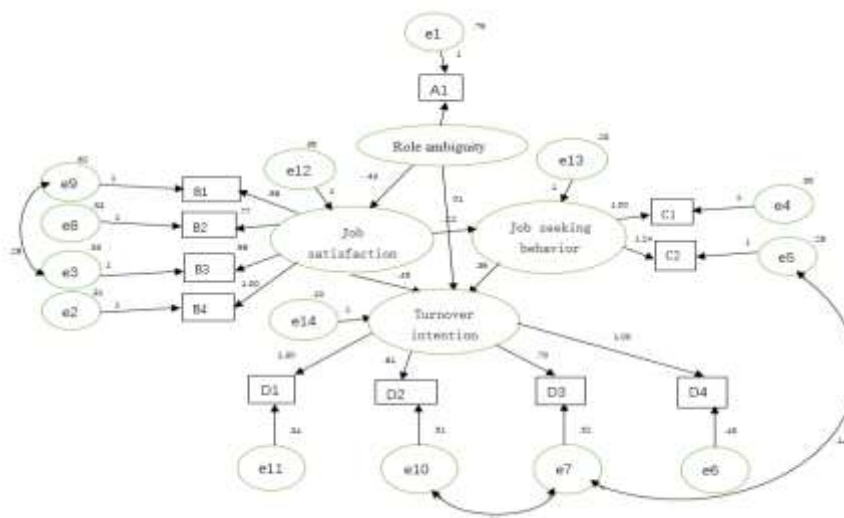


Figure 2: Path coefficient of role ambiguity.

In the path "Role ambiguity → turnover intention", the direct effect of role ambiguity on turnover intention is 0.015, and the P value is not significant, indicating that this path is not valid. H A1-D is rejected.

In the path "role ambiguity → job satisfaction → turnover intention", the direct effect of role ambiguity on turnover intention was 0.015; The direct effect of role ambiguity on job satisfaction is -0.434, and the direct effect of job satisfaction on turnover intention is -0.452, so the indirect effect of role ambiguity on turnover intention in this path is 0.196, and indirect effect is $0.196 > \text{direct effect } 0.015$. It shows that the job satisfaction plays an intermediary role, and role ambiguity has a positive impact on turnover intention through job satisfaction. H A1-B-D is accepted.

In the path of "role ambiguity → job satisfaction → job seeking behavior → turnover intention", the direct effect of role ambiguity on turnover intention was 0.015; The direct effect of role ambiguity on job satisfaction is -0.434, the direct effect of job satisfaction on job seeking behavior is -0.225, and the direct effect of job seeking behavior on turnover intention is 0.389. Therefore, the indirect effect of role ambiguity on turnover intention in this path is 0.234, bigger than the direct effect of 0.015. It shows that job satisfaction and job seeking behavior play a chain intermediary role in the process, and the role ambiguity affects job seeking behavior through job satisfaction and ultimately affects turnover intention and has a positive impact. H A1-B-C-D is accepted.

b. Hypothesis Testing of Role Conflict

In path "Role conflict → turnover intention", the direct effect of role conflict on turnover intention is 0.101, $*P < 0.05$, which shows that role conflict directly affects turnover intention and has a positive impact. H A2-D is accepted.

In the path "role conflict → job satisfaction → turnover intention", the direct effect of role conflict pressure on turnover intention was 0.101; The direct effect of role conflict on job satisfaction is -0.296, and the direct effect of job satisfaction on turnover intention is -0.515, so in this path, the indirect effect of role conflict on turnover intention is 0.152, indirect effect $0.152 > \text{direct effect } 0.101$, which indicates that job satisfaction plays an intermediary role, and the role conflict of civil servants in Yunnan province affects their turnover intention through job satisfaction and has a significant positive impact. H A2-B-D is accepted.

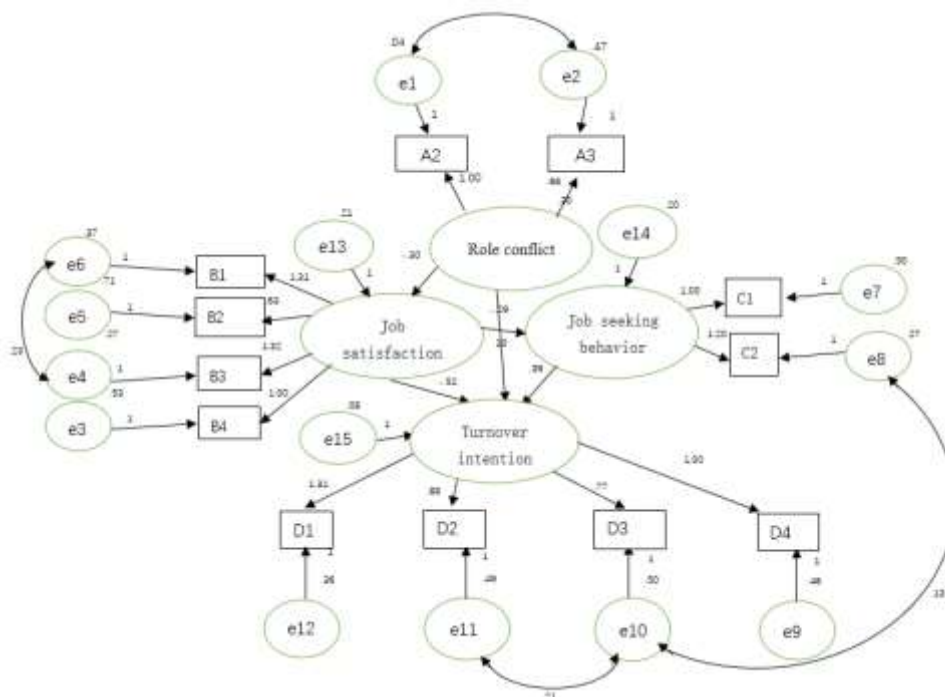


Figure 3: Path coefficient of role conflict.

In the path of "role conflict → job satisfaction → job seeking behavior → turnover intention", the direct effect of role conflict pressure on turnover intention was 0.101; The direct effect of role conflict on job satisfaction is -0.296, the direct effect of job satisfaction on job seeking behavior is -0.287, and the direct effect of job seeking behavior on turnover intention is 0.385, so the indirect effect of role conflict pressure on turnover intention in this path is 0.185. It can be concluded that the indirect effect is 0.185 > the direct effect is 0.101, which indicates that job satisfaction and job seeking behavior play a chain mediating role. The role conflict of civil servants in Yunnan province affects their job seeking behavior through their job satisfaction, and finally affect their turnover intention with a significant positive impact. H A2-B-C-D is accepted.

c. Hypothesis Testing of Workloads

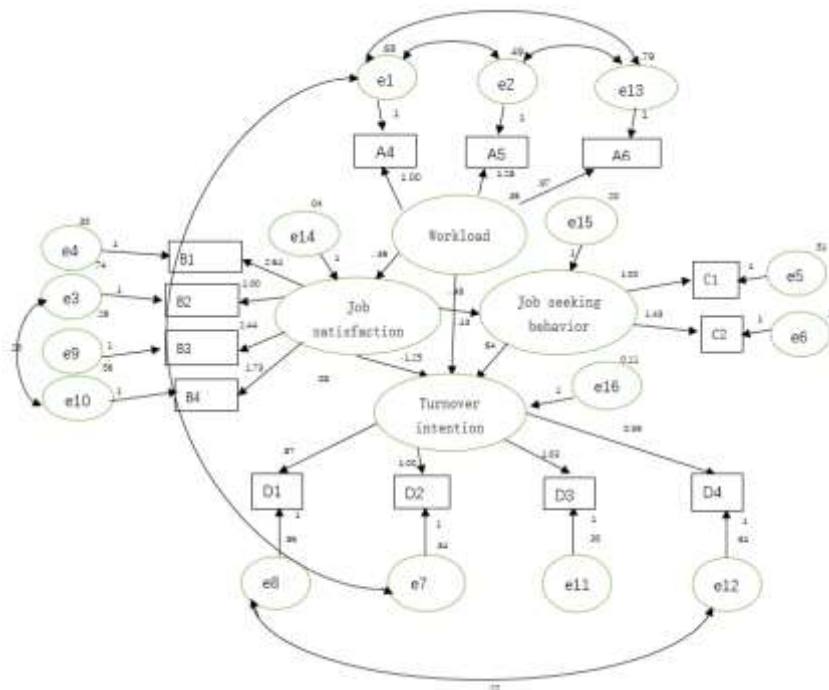


Figure 4: path coefficient of workload.

In the path "workload → turnover intention", the direct effect of workload on turnover intention is 0.130, but the P value is not significant, which indicates that the path of workload directly affecting turnover intention is not valid. H A3-D is rejected.

In the path "workload → job satisfaction → turnover intention", and the direct effect of workload on turnover intention is 0.130; The direct effect of workload on job satisfaction is -0.364, while the direct effect of job satisfaction on turnover intention is -1.246. The indirect effect of workload on turnover intention is 0.454, indirect effect 0.454 > direct effect 0.130, which indicates that job satisfaction plays an intermediary role, and workload has a significant positive impact on Turnover Intention through job satisfaction. H A3-B-D is accepted.

In the path "workload → job satisfaction → job seeking behavior → turnover intention", the direct effect of workload on turnover intention is 0.130; The direct effect of workload on job satisfaction is -0.364, the direct effect of job satisfaction on job seeking behavior is -0.461, and the direct effect of job seeking behavior on turnover intention is 0.639. Therefore, the indirect effect of workload on turnover intention in this path is 0.561. To sum up, the indirect effect is 0.561 > the direct effect 0.130, which indicates that job satisfaction and job seeking behavior play a chain intermediary role. The workload of civil servants in Yunnan province influences turnover intention through chain intermediary of job satisfaction and job seeking behavior to show a significant positive affect. H A3-B-C-D is accepted.

d. Hypothesis Testing of Resource Scarcity

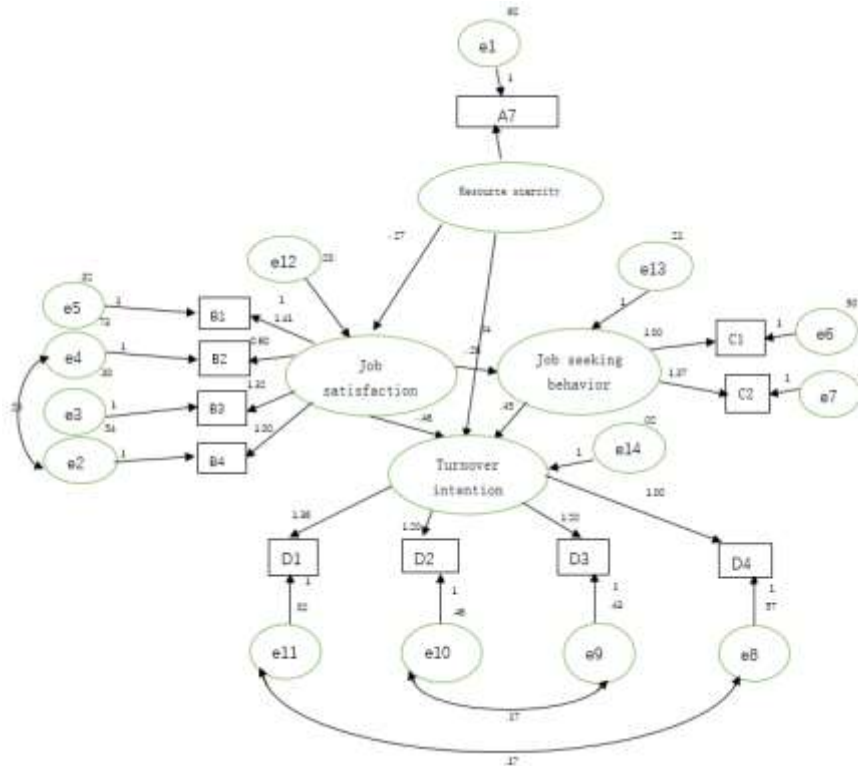


Figure 5: Path coefficient of resource scarcity.

In the path "Resource scarcity → turnover intention", the direct effect of resource scarcity on turnover intention is 0.037, and the P value is not significant, indicating that the path of resource scarcity directly affecting turnover intention is not valid. H A4-D is rejected.

In the path "resource scarcity → job satisfaction → turnover intention", the direct effect of resource scarcity on turnover intention is 0.037; The direct effect of resource scarcity on their job satisfaction is -0.271, and the direct effect of job satisfaction on turnover intention is -0.462, the indirect effect of resource scarcity on turnover intention is 0.125. Indirect effect 0.125 > direct effect 0.037, which shows that job satisfaction plays a mediating role. Therefore, resource scarcity of civil servants in Yunnan province has a significant positive impact on turnover intention through job satisfaction. H A4-B-D is accepted.

In the path "resource scarcity → job satisfaction → job seeking behavior → turnover intention", the direct effect of resource scarcity on turnover intention is 0.037; The direct effect of resource scarcity on job satisfaction is -0.271; the direct effect of job satisfaction on job seeking behavior is -0.265; and the direct effect of job seeking behavior on turnover intention is 0.453. Therefore, the indirect effect of resource scarcity on turnover intention is 0.158. Indirect effect 0.158 > the direct effect 0.037, which indicates that the two variables of job satisfaction and job seeking behavior play a chain mediating role in this path. H A4-B-C-D is accepted.

V. DISCUSSION

5.1 Research Findings

The analysis conducted by AMOS above has tested research hypotheses of this paper in turn. The direct, indirect and total effects of four dimensions of job stress on turnover intention are shown in Table X.

TABLE X: Direct, indirect and total effects of each dimension of job stress on turnover intention civil servants and its hypothesis test

Independent variable	Direct effect	H test	Indirect effect	H test	Total effect	H test	mediating variables
Role ambiguity	.015	rejected	.234***	accepted	.249***	accepted	Yes
Role conflict	.101*	accepted	.185***	accepted	.286***	accepted	Yes
Workload	-.130	rejected	.561***	accepted	.431***	accepted	Yes
Resource scarcity	.037	rejected	.158***	accepted	.194***	accepted	Yes

(Note: *P<0.05, ** P<0.01, *** P<0.001)

5.1.1 Role Conflict is the Only Job Stress Dimension that Can Directly and Positively Affect Turnover Intention

In terms of direct effect, role conflict is the greatest dimension of job stress impacting on turnover intentions, with an effect value of 0.101 and a significant P-value at 0.05 level. While the direct effect values of role ambiguity and resource scarcity are relatively small and the P-values of are not significant, so the effects of these two dimensions can be considered negligible. The direct effect value of workload is -.130, which is negative, but the p-value is not significant, it indicates that the path is not verifiable. The finding shows that in the process of managing job stress in civil servants, reducing role conflict will directly and significantly decrease turnover intention of civil servants.

5.1.2 The Mediating Effects of the Four Dimensions of Job Stress were Verified

From the indirect effect values, the p-values of all paths are significant at the 0.001 level, and all effect values are significantly larger than the direct effect values, so the mediating effects of all four dimensions are verified, and it can be said that the effect of all dimensions of job stress on turnover intention is positive, and all of them are mainly through the mediating effects of satisfaction and job search behavior. Therefore, when intervening in civil servants' job stress, the mediating variable of job satisfaction and job seeking behavior should be paid enough attention to.

5.1.3 The Effects of All Four Dimensions of Job Stress on Civil Servants' Turnover Intention are Positive and Large in Absolute Value

In terms of indirect effect values, the four dimensions are ranked from largest to smallest: workload>role ambiguity>role conflict>resource deprivation; in terms of total effect values, the four

dimensions are ranked from largest to smallest: workload > role conflict > role ambiguity > resource deprivation. The findings indicate that the two dimensions of workload and role conflict should be given more attention in the process of intervention and mitigation of work stress in civil servants. At the same time, the reduction of the four dimensions of job stress will significantly decrease turnover intention of civil servants.

5.2 Managerial Implications

5.2.1 Establish a Correct View of Performance for Civil Servants and Guide their Correct Value Orientation

The view of political performance is mainly refers to the personal general view of political performance, which reflects to a large extent the internal political value orientation of civil servants, and is also the prerequisite basis for civil servants to work efficiently, which also determines to a large extent what kind of achievements they can make and how much performance they can create. The correctness of a civil servant's view of performance not only affects his or her healthy growth, but also determines his or her ability to cope with the job stress and is related to the development of public service.

A scientific view of performance and a correct performance evaluation system can guide civil servants to treat the gains and losses in their work correctly and form a good incentive mechanism. For those excellent civil servants with good performance, they should be given corresponding recognition and reward. For those civil servants with serious problems, they should be dealt with law. A good incentive mechanism will directly guide the number of civil servants to the correct value orientation, and at the same time, through the value orientation to guide the civil servants to correctly treat the work gains and losses, correctly treat job stress, so as to reduce their dissatisfaction with the work and unnecessary separation.

5.2.2 Strengthen Inter-Organizational Communication and Stabilize the Civil Service Team

Roles ambiguity at work may makes uncertainty of work increase, which in turn makes civil servants' work pressure. The humanistic concept in organization shall be realized by by strengthening the communication in the organization, which is also an effective means to reduce the pressure of role ambiguity.

An effective channel to release work stress is to gradually realize seamless communication between departments, which requires the establishment of a good communication mechanism in the organization and the formation of an expression mechanism to release stress and emotions. And the communication within the team will play a good role in sharing information between team members. In addition, improvement of personal interpersonal skills is also an effective way to eliminate stress. By taking efficient and quick methods to resolve various conflicts within the department, building up efficient teams, counseling and coaching and inspiring employees who need help, all of which can help relieve stress in terms of role ambiguity.

5.2.3 Improve Civil Service Management Model and Rationalize Staffing

Stress in terms of workload and role conflict is greatly influenced by the management system and organizational atmosphere, etc. The reform of governmental agency should be adjusted, the institutional settings in the organization should be optimized and the management style should be further improved to create a good working environment and working atmosphere for the civil servants. Regular or irregular surveys related to job stress and job satisfaction should be conducted to keep track of the work of civil servants and understand the problems in their work.

The feeling of stress and the response to it vary greatly from individual to individual, and different individuals have different levels of stress tolerance. Some people can actively cope with the various pressures at work and complete their tasks well, while others are easily overwhelmed by the pressure they face. Therefore, when selecting and arranging personnel, the organization should make a scientific assessment by effective personnel assessment tools and understand the individual's ability to withstand stress, and then place all personnel in positions that suit them. The civil servants who already feel uncomfortable with the pressure can be considered transferring or changing their posts, so that each civil servant can play the maximum potential under the appropriate pressure level and reduce the willingness of civil servants to leave.

5.2.4 Take Effective Measures to Reasonably Reduce Civil Servants' Workload

In March 2019, Chinese government issued a notice on solving the outstanding problem of formalism and reducing the burden for the grassroots, clearly proposing 2019 as the "year of reducing the burden for the grassroots". Four specific measures are taken: First, a substantial streamlining of documents and meetings at all levels; Second, it is clear that the policy documents issued by the central government in principle does not exceed 10 pages, local government and department should also be strictly controlled in accordance with this; Third, local and grass-roots organization can be combined with the actual development of pragmatic and practical initiatives to implement the documents of central government, in addition to clear provisions, no longer develop implementation opinions and implementation details; Fourth, emphasize less meetings, hold short meetings and a useful meeting, to prevent layers of meetings to make provisions. Through the spirit of the "Notice" to implement, workload of civil servants have been effectively relieved so that civil servants can lightly load, and focus on improving the quality of work.

VI. CONCLUSIONS

Through the analysis of the data of civil servants in Yunnan Province, the psychological mechanism of the impact of the four dimensions of civil servants' job stress and two chain mediators on turnover intention has been basically verified. From the perspective of the influence of job stress dimensions on turnover intention, whether direct, indirect or total effects, the role conflict and workload of civil servants in Yunnan province have great influence on turnover intention. On the one hand, it is of great significance to analyze the influence of job stress on civil servants' turnover intention to resign. On the other hand, this paper verifies the chain mediating effect of job satisfaction and job seeking behavior on the relationship

between job stress and turnover intention of civil servants in Yunnan Province. In addition, it plays an important role in reducing the job stress of civil servants, improving their job satisfaction and cutting down their turnover intention.

However, the turnover data of civil servants collected in this paper is not enough systematic, and the factors that may adjust job stress, such as social support and public service motivation, are not verified, which will be the direction of further research.

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