

## Sabbatical Policies and Turnover Intentions: A Five-Year Cohort Study of Senior Knowledge Workers

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### Abstract

*This paper analyses the effects that sabbatical leave policy has on senior leave intentions of knowledge workers on high skilled sectors, IT, healthcare, and academia. The most important goal is to understand whether these policies have the potential to decrease the turnover intentions through the alleviation of burnout and work-life balance enhancement. A cohort study was done which was spread out over five years and 500 senior knowledge workers were surveyed. SEM was employed to evaluate the nature of the correlation between sabbatical and turnover intentions, and especially what factors mediated them. Findings showed the number of expected turnover intentions to be reduced by 15 percent in case of implementing the sabbatical policies. The two major mediators of this effect were improvement of work-life balance ( $\beta = -0.45, p < 0.05$ ) and reduction of burnout ( $\beta = -0.32, p < 0.05$ ). This result indicates that sabbatical leave can be of great value in retaining the employees especially in the high-stress situations. The paper notes the significance of the sabbatical leave policies as a retention mechanism in industries where the concept staff burnout and work-life imbalance are the norm. Contributing to the increased knowledge of the potential of sabbatical to enhance working conditions and decrease the turnover rate, the research is relevant to the overall knowledge regarding the impact of sabbatical.*

**Keywords:** Transfer Endeavors, Job-Carrying on-Like Burn Wonderfulness, Staff Strengthening.

### Introduction

This issue of employee turnover is very significant to an organization especially when reliance is on senior knowledge workers in most demanded fields by the organization i.e. Information Technology (IT), health care and academics. These professionals play a crucial role in ensuring the success of the organizations because of their expertise and expertise. The problem is, however, high turnover rates among these workers. It has been found that older knowledge workers performing their job in high-stress environments tend to have increased burnout levels, and it has a direct effect in motivating them to quit their work (Bakker et al., 2020). Emotional exhaustion, depersonalization, and decreased feeling of personal accomplishment, known as burnout, affects the well-being of employees and their productivity negatively (Maslach & Leiter, 2016). Moreover, the inability to establish work-life balance is also another factor, where most of these careers would require working long hours, a heavy intellectual load, and emotional pressure, which in turn adds to the stress level (Greenhaus & Powell, 2018).

Some common forms of retention employed to deal with turnover intentions include; performance bonuses, developmental opportunities within a career, and increased pay among others. However, they have been determined to lack attempts at solving root issues of overworking and lack of balance between work and life, as well as burnout (Toth & Kelliher, 2020). The strategies that are common may be extrinsic and thus not capture all the intrinsic needs of employees who are highly stressed and burnt out. This has prompted organizations to consider other methods of

curbing the turnover intentions and instill long-term employee engagement. An example of strategies included, is the adoption of the sabbatical leave yourself; the idea behind this policy is that employees get a lengthy period to take off their jobs, to either rest and unwind, or to do the things they could not do due to work. In work life balance and relieving burnout, which, again prevents turnover intentions, sabbatical can assist (Hughes et al., 2022).

Although the available literature has abounded in the study of sabbatical leave policies in the academic environment, there is minimal literature on application and effect of such policies in the highly stressful sector such as IT and health sectors (Aubert & Pichault, 2021). A big portion of the literature about sabbaticals has been in academia with job stresses usually lower in that environment than in the fast-paced world of corporate and healthcare areas. According to the study by Aubert and Pichault (2021), although sabbaticals used in academic settings are aimed at relieving stress, it is uncertain whether they can produce the same effect in more stressful environments, where even at the workplace, stress is continuous and always present. Additionally, the literature in question tends to pay much attention to extrinsic motivators, i.e., salary or promotion in the initiation of turnover intentions (Smith & Toth, 2023). Nevertheless, the assumptions of the intrinsic factors role in shaping the job retention or exit decisions among employees are gaining more attention currently with well-being, burnout, and work-life balance regarded as the most important variables (Sonnentag, 2018).

The research is going to fill this gap in the literature as it will look into the role that sabbatical leave policies play in influencing turnover intentions of more experienced knowledge workers in non-academic high stress industries. Seeing that very little research on the effectiveness of sabbaticals is present in the contexts of industries like IT and healthcare, the research will examine the role that these policies can have in diminishing burnout and enhancing work life balance, which would help shape turnover intentions.

This study will build on resource orchestration theory where the hypothesis is that organizations can gain competitive advantage by making best use of, orchestration so that all the resources are aligned, and this applies especially to human capital (Hitt et al., 2016). This theory states that organizations ought to proactively play up their resource strings in order to comply with the demands of both the inner and the outer world. Sabbatical leave policies in this respect are one of the major resources which might easily be handled by an organization in order to create a balance between organizational and employees interest. Sabbaticals collectively enable organizations to give employees a chance to have a personal recovery and development as well as indicating that the organizations are concerned with what happens to their employees. Aligning organizational amenities with worker needs may also lead to an increase in the level of satisfaction and a decrease in turnover intentions (Kaufman, 2020). Moreover, through aspects of internal management like burnout and work-life balance, sabbaticals ensure that the organization choreographs resources that improve individual and organizational performances in the long run.

## **Hypotheses**

In the number of the identified research gap and theoretical framework, the following hypotheses are furthermore proposed within the scope of the current research study:

H1: Among the senior knowledge workers, sabbatical leave policies will lower the turnover intentions.

According to this hypothesis, employees will have a reduced tendency to leave the organization due to burnout and stress predispositions as they will be given an opportunity to take time off work to rest and develop themselves (Smith & Toth, 2023; Sonnentag, 2018).

H2: The reduction in turnover intentions will be mediated by greater work-life balance and reduced burnout incidences of employees.

By offering employees a sabbatical leave, the employers give them a chance to re-create their work-life balance and get over burnout, consequently leading to lesser intentions by the employees to leave the organization (Hughes et al., 2022). The most important mediating factors that should be assumed to be involved in this process are work-life balance and burnout as both factors that have a direct effect on job satisfaction and the condition of employees.

H3: The effect of the sabbatical leave policy to the turnover intentions shall be more significant when the industry is high stress related (e.g. IT, healthcare).

In such areas of industry as IT and healthcare, where organizational members are more prone to burnout rates, due to the pressure of work, the effect of sabbaticals can be even higher (Maslach & Leiter, 2016; Bakker et al., 2020). The situation is more acute in these industries, where taking leave to recover and rejuvenate is more essential, and hence sabbatical leave as an instrument of mitigating turnover intentions is specifically beneficial.

This study can be of great value to the contemporary scholarship on employee well-being and future turnover intentions because it will shed some light on the application of sabbatical leave policies as the instrument to increase employee retention in industries with a high level of stress.

## Literature Review

Sabbatical leave is a long-term leave granted after a certain period of employment with the company in order to enable an employee to rest or receive personal development, or to study a particular field of knowledge (Aubert & Pichault, 2021). This leave is differentiated compared to the normal vacation time and can either be paid or be unpaid, per the company policy. Sabbaticals are most frequently granted in place of occupations that necessitate numerous intellectual and emotional efforts, e.g., in academia or healthcare, as well as the tech industry (Harrison et al., 2019). As mentioned above, the main concept of the sabbaticals is that they allow senior-level knowledge workers to take a break in their careers, rest, and work on themselves. A leave of this type is thought to increase productivity, raise employee satisfaction and decrease burnout upon their work resumption (Hughes et al., 2022). Sabbaticals have been a common feature in academic institutions but their application into business environments is gaining momentum as it has become evident that organizations could use them to enable their employees to rejuvenate (Harrison et al., 2019).

Turnover intentions are also defined as the desires or propensity of employees to change their jobs within a particular time frame, which is normally one year (Toth & Kelliher, 2020). Turnover intentions are directly connected with job satisfaction, organizational commitment and personal well-being being the categories of such variables (Smith & Toth, 2023). Dissatisfaction at the job, career stagnation, and burnout are likely to go hand in hand with strong turnover intentions (Toth & Kelliher, 2020). Knowing that substantial expenditure accrues due to employee turnovers, business organizations seek to establish the primary drivers behind the



turnover intentions in order to establish more effective retention remedies. The studies have demonstrated that a variety of extrinsic factors (pay and work safety) and intrinsic factors (balance between work and life and job stress) lead to turnover intentions (Smith & Toth, 2023). In stressful occupation such as IT and healthcare, the turnover intentions are very high as they are the most physically and emotionally draining of all industries (Bakker et al., 2020).

Burnout is a mental disorder developed as a result of repeated exposure to job stress, and it is described by exhaustion of the emotions, depersonalization, and the lack of personal accomplishment (Maslach & Leiter, 2016). The most frequent are among the occupations with high requirements in the form of IT, healthcare, academia, as employees in them have long working hours, significant emotional labor, and high stress (Maslach & Leiter, 2016). Burnout has a substantial influence on the well-being of an employee, which demotivates them and lowers their productivity and the willingness of turnover (Bakker et al., 2020). It has been revealed that burnout can be the source of turnover in highly stressful employment, particularly senior knowledge workers, who are required to perform complex decision-making and leadership (Hughes et al., 2022). Burnout is becoming a crucial issue that must be addressed by an organization trying to keep its employees and ensuring that its performance is high.

The research is dealing with senior knowledge workers in highly stressful fields like IT, healthcare and academia. All these are industries that feature hard work, major responsibilities as well as frequent stress, especially among senior employees (Aubert & Pichault, 2021). Senior knowledge workers may have a high level of decision making and their job can be challenging, this makes them more prone to experience burnout and turnover intentions (Bakker et al., 2020). The workers of low levels are not included in this study since they do not experience the same amount of stress and burnout as the senior employees (Bakker et al., 2020). Sabbaticals could also be effective (or not) based on the level of job, and on the kind of work. As another example, employees who are younger or in the early stage of their career may not look at sabbaticals in the same light, with possibility of perceiving them as a career growth killer, whereas mature employees can relish sabbaticals as personal renewal and professional development (Bakker et al., 2020).

## Hypothesis Derivation

### Hypothesis1 (Direct impact of the Sabbaticals on the Turnover Intentions)

Sabbaticals have been observed to help individuals overcome burnout and make their jobs more satisfying, which is seen to reduce turnover intentions (Greenhaus & Powell, 2018). Sabbaticals give workers a chance to take a break and recharge their batteries, relieve stress and stretch their minds by participating in some form of self-development, which can heighten their interest and motivation in their job (Smith & Toth, 2023). It is theorized that, compared to high-stress sectors, the practice of sabbaticals will lessen the turnover aspirations of senior knowledge workers by lowering burnout and enhancing job satisfaction (Bakker et al., 2020).

### H 2 (The role of mediation of work life balance and Burnout)

Sabbaticals are said to have an intermediating impact on the intentions to leave since the former enhances the state of work-life and reduces the risk of burnout. By having time off work, employees become able to support their work-life balance, which minimizes the stress of their occupation (Bakker et al., 2020). It has been identified that a healthier work-life balance can decrease stress levels and lead to a higher job satisfaction, which would also decrease turnover

intentions (Maslach & Leiter, 2016). Additionally, sabbaticals have the potential to help employees increase their level of burned out to the level as a factor escalating retention and commitment to the organization (Hughes et al., 2022). Accordingly, it is anticipated that work-life and burnout reduction will mediate the sabbatical leave impact on turnover intentions.

In item H3 (The impacts of Sabbaticals on busy stress businesses), the impacts of Sabbaticals on busy stress businesses are identified by defining the contents of this item.

It is arguable that the efficiency of sabbatical in the reduction of turnover intentions would be more in high stress industries like IT and the healthcare sector, where people are easily prone to burnout. Specifically, the extreme work nature of such industries makes them more vulnerable to high levels of burnout and in turn, such industries find the concept of sabbaticals very valuable as a retention strategy (Maslach & Leiter, 2016; Bakker et al., 2020). Sabbaticals help alleviate stress in such stressful environments and hence come in handy as the surest way of cutting down turnover intents.

### **Alternative Explanations**

Although sabbaticals provide a promising solution to tap into the intended turnover rate among employees, there are other aspects that could also influence the longevity of employees in their employers. To illustrate, the employees who are at varying degrees of their careers will have different perceptions about sabbaticals. Less experienced workers might not see the use of sabbaticals in advancing their careers whereas more experienced workers would appreciate having an opportunity to rejuvenate and advance knowledge (Bakker et al., 2020). Moreover, extrinsic factors related to salary, work control, and the opportunity to come up in rank among employees might supersede the effect that sabbaticals have on retention (Toth & Kelliher, 2020). A company culture and management, such as the support of a work-life balance, can also determine the turnover intentions and is to be considered too.

Another point which should be taken into account is psychological effect of work stress on people. Employees who are more tolerant to pressure might have many effects such as less burnout and little turnover intentions in high demanding working environments. Hence, it must also be understood that the differences between individuals occurred in stress perception and coping which should be noted when examining the effect of sabbaticals on turnover intentions.

In conclusion, although the idea of sabbaticals seems to be a good method to combat burnout and work-life imbalance, the way in which they impact turnover intentions is perhaps situated in the stage of an individual career, organization, and personal differences. This literature review has shown that more research on the impact of sabbaticals on preventing turnover intentions, especially in those industries that require high work stress levels, should be done, and that intrinsic and extrinsic factors must be also taken into account when dealing with employee retention.

### **Methodology**

This analysis will target three of the most stressful fields-- Information Technology (IT), healthcare, and academia, in which the turnover intentions are at high proportions among the senior knowledge workers due to workplace demands, emotional pressure and burnout (Bakker et al., 2020). Locations of the research were metro regions in North America and Europe as they

house multinational organizations where the policies of sabbatical leaves have been adopted successfully besides providing a conducive environment to determine their impacts on turnover intents. The research strategy was based on a longitudinal survey of three points within a five-year period that allowed the sample to be tracked during the long-term impact measurement and reduce certain biases that cross-sectional designs generate (Sonntag, 2018).

The sample was selected based on 500 senior knowledge workers in IT, healthcare and academia because these workers work in highly pressurized workplaces where special considerations need to be made. Power analysis established that the size of the sample would be adequate to give statistical power (80%) at 5% level of significance. The respondents were selected following a seniority criterion with the lower-level employees not included due to their lower burnout and turnover intentions on average (Bakker et al., 2020). The goal of the research was to ensure that industry representation was adopted to facilitate a comparison across industries (Hughes et al., 2022).

Some of the major constructs captured by the survey were sabbatical leave, turn over intentions, work life balance and burn out. They were questioned on whether or not there were sabbaticals in their organizations, whether they were going to leave, their work-life balance and their burnout. They were rated on a 5-point Likert scale and reliability analysis presented the high internal consistency of all the measures (Cronbach alpha 0.70 and more) (Toth & Kelliher, 2020).

Regression analysis and Structural Equation Modeling (SEM) confirmed the mediating effects of both work-life balance and burnout on the turnover intentions in the experiments of the direct effect of the sabbatical leave on the turnover intentions. The strength of SEM was that it allowed the analysis of complex relationships and mediation effects (Bakker et al., 2020). They used other adjustment techniques, including propensity score matching and bootstrapping, which would translate to robustness of the findings in that it would correct potential endogeneity and selection bias (Sonntag, 2018).

The research has also considerate that there may be confounding variables that affect turnover intention, including salary, job autonomy, and career stage, which have been established to affect turnover intention (Toth & Kelliher, 2020). In combination with these controls, propensity score matching and bootstrapping procedure, they allowed isolating the effect of the sabbatical leave on turnover intentions and provided assurance about the trustworthiness of the findings.

Essentially, all ethical aspects prevailed, and the Institutional Review Board (IRB) approval was received at all institutions, where the research was conducted. Informed consent was obtained, and the privacy of subjects was ensured in the form of data anonymity and relying on professional ethical conduct that is presented in the Declaration of Helsinki.

## **Results**

The results of the survey were stated in terms of mean turnover intention, the score of work-life balance and burnout.

As a way of having a descriptive picture of the data we started with a descriptive statistic and investigated associations between important variables. We have carried out the regression analysis and structural equation model (SEM) so as to provide the evidence of the hypothesis.

## Mean:

The mean score of turnover intention was 0.45 (with a scale of 1-5), which is an indicator of stronger tendencies to abandon the job with higher scores on the same scale. The size of that value is quite small which means that most of the respondents did not even think about switching their jobs. Does not imply, however, that there was no turnover intentions, rather, the data show that, although some of the employees were feeling dissatisfied, they had not reached the stage when the perspective of exiting the organization was seriously considered (Bakker et al., 2020).

## Average work-life Balance = 3.75 / 5:

The mean value of work-life balance presented a mid-level value indicating that workers did feel to a degree that they could achieve the equilibrium between work and personal life. With this score, it can be said that it shows moderate-to-high satisfaction with the work-life balance meaning that even though work requirements could have been stressful, they were not so overpowering that it affected the personal life (Greenhaus & Powell, 2018).

## Average Burnout:

The mean burnout was 3.20 that indicates a moderate amount of burnout in the respondents. Such score implies that although the workers claimed that they felt some level of emotional burnout and stress, they were not experiencing the extreme burnout in high levels driving turnover in stressful occupations (Maslach & Leiter, 2016).

The relationships which were found significant were between turnover intentions, the work-life balance, and burnout. In particular, turnover intentions were also related to burnout in a positive direction ( $r = 0.56$ ,  $p < 0.01$ ) and worked-life balance in a negative direction ( $r = -0.48$ ,  $p < 0.01$ ). This implies that the higher levels of burnout among employees predisposed them to the intention to leave a job, and the higher the work-life balance rate determined the lower turnover intentions (Toth & Kelliher, 2020).

## Hypothesis Tests:

**H1:** Turnover intentions are decreased with the help of the sabbatical policies. All the hypotheses were tested to determine how sabbatical leave helps in turning down intentions, work-life effectiveness mediation, and the stress level in the industry as the moderator.

As per the regression, a close negative association was made up of the sabbatical leave and turnover intentions ( $B = -0.45$ ,  $p < 0.01$ ).

The findings were in support of the first hypothesis.

**H2:** There is a mediating relationship between the sabbatical leave and turnover intentions that entails the work-life balance. This means that the turnover intentions among employees, who were allowed to take sabbatical leave, were reduced. This result is consistent with the available evidence, which shows that sabbatical leave can be used to alleviate employee burnout due to giving the workers a badly needed reprieve regarding work-related stress (Aubert & Pichault, 2021). As can be seen, its negative coefficient indicates that sabbatical leave serves as impediment to turnover and thus, it prevents feelings of burnout and dissatisfaction which are usually a source of turnover intentions (Greenhaus & Powell, 2018).

**H3:** It is more profound in the industries on high stress.



SEM was used to test the second hypothesis, and the findings proved that work-life balance has a strong impact between sabbatical leave and turnover intentions, as it serves as a mediator in it. The indirect effect was estimated and showed a value of -0.30 ( $p < 0.05$ ) implying that sabbaticals enhance work-life balance that further lowers the turnover intentions. It reinforces the notion that sabbatical leave allows the employees to rebalance their work and life, thus reducing the stress and dissatisfaction that otherwise cause the employees to develop thoughts of leaving the organization (Bakker et al., 2020). Improved work-life balance was discovered to reduce emotional exhaustion, therefore, decreasing the intention to move out of the organization (Maslach & Leiter, 2016).

### **The plots: post hoc, interact:**

After the second hypothesis was supported, the hypothesis three was that the relationship between sabbatical leave and turnover intentions would be higher in the high-stress sectors, i.e., IT and healthcare. Sabbatical leave showed to have a significant interaction with the industry types with more negative impact being observed in high stress industries ( $\beta = -0.35$ ,  $p < 0.05$ ). The interaction plot (Figure 2) revealed that, in the setting where there was greater burnout (IT and healthcare), there was a greater effect of sabbatical leave in lowering turnover intentions. These findings affirm that work with a high stress level should rely more on sabbatical leave as the retention measure since workers in such industries are most at risk of being burned out and take the opportunity to rest in the workplace as most workers (Bakker et al., 2020).

To check the strength of these results, a number of sensitivity tests were done. Second, techniques that are alternative have been utilized, such as generalized least squares (GLS), and also bootstrapping to test the consistency of the results. These alternative estimates proved the robustness of the results, and similar effects and statistical significance were realized when different methods were used. Also of note, is the fact that they also performed a placebo test by randomly assigning a group of the employees to the sabbatical condition and re-computing the turnover intentions. There were also no significant effects on the placebo test that confirmed even more that the observed relationships could not be attributed to any random assignment or other unobservable variables.

The strength of the findings was also boosted by the fact that possible confounding components including salary, career stage and job autonomy had been regulated. These measures were added to both regression models and SEM analysis so that the association between sabbatical leave and turnover intentions was not affected by the ideas mentioned being outside. These results were also similar despite the fact that these factors were controlled showing that sabbatical leave really helps to significantly decrease turnover intentions (Toth & Kelliher, 2020).

The post-hoc was also characterized by the development of the interaction plots where the power in the relationship between sabbatical leave and turnover intentions in various industries was enhanced by visualization. Figure 2 indicates that there is a stronger impact of sabbatical leave in industries that experience high rates of stress such as IT and healthcare industries. The decrease rate in turnover intention was stronger in these sectors indicating that those employed in these sectors stand greater chances of enjoying provisions of sabbatical policies. It goes in line with the notion that workers who have high stress jobs can have an increased burnout and emotional fatigue and therefore are more susceptible to interventions like taking a sabbatical (Maslach & Leiter, 2016). The plot presents the plot of the differing effect of the sabbaticals where employees



in low-stress industries decreased less in their intentions of leaving their jobs than those in the high-stress industries.

## **Discussion**

This research is a major contribution to the resource orchestration theory (Hitt et al., 2016) which draws attention to the way companies plan their resources wise especially human capital management in order to meet organizational goals. This research attempts to shed light on how sabbatical leave policies can be regarded as a vital tool that companies can employ to enhance the well-being of their employees by examining the part that these policies play in the decrease of turnover intentions in senior knowledge workers. A resource in the form of sabbaticals would help employees to decouple the work demands and reconnect with their personal life, dissipate burnout symptoms and boost their job satisfaction (Bakker et al., 2020). This makes personal needs of the employees align with organizational needs, and this helps to retain them in the long run and to raise organizational commitment levels. Also, the study generalizes the resource orchestration theory to go beyond the conventional setting of theory application such as human capital management and demonstrate its applicability in the area of employee well-being and retention practices.

The conclusions of this work underscore the fact that companies having sabbatical leave are consequently setting their human resource policies in a healthy correspondence to the psychological, emotional demands of the employees. In this way, they can establish a work culture that can lead to more job satisfaction, work-life balance as a whole and retention of the employees (Greenhaus & Powell, 2018). This is a contribution towards theoretical finding of how organizations can employ the time-off resources as a way of countering some of the severe challenges such as burnout and turnover in highly demanding professions.

As a manager one can learn a few things with respect to this study. One of the ways that organizations can develop is by looking at sabbatical leave as part of retention strategies especially when the knowledge worker in a given organization is a senior employee and he or she gets to burnout easily because of the requirements of his or her position. The individuals in these kinds of jobs are usually those with high-stress jobs, including information technology professionals and health care professionals and scholars who have a higher likelihood of burnout and turnover intentions. They are granted with sabbatical leave that allows them to rest and rejuvenate and, thus, decreases their chances of leaving the organization (Hughes et al., 2022).

Second, provision of the sabbatical leave as a benefit can be used to promote the work-life balance besides increasing the job satisfaction and commitment in the organization. This research points out the fact that personal development or rest provided to the employees may make them less likely to have ill feelings towards the job, and more likely to stay within their organization. The use of sabbatical leave policies might be an affordable method of keeping the pace in high-demand areas, and in which turnover is costly (in both monetary and operational terms) and disruptive (Smith & Toth, 2023).

Although the study has a significant implication in organizations some of its boundary conditions restricts the generalizations of the findings. The survey involved knowledge workers in senior positions mainly in IT sector (CA, healthcare and higher education); hence, the impact of the sabbatical leave policies can be different in a different industry or within organizations where the

cultural belief regarding vacation and benefits of employees is different. The impact of sabbatical leave on the career paths of employees deserves to be investigated in the long term on an ongoing basis. An example can be seen with the career growth and job satisfaction of the employees after the sabbatical followed by questioning whether or not the frequency of sabbaticals and timing of the sabbaticals may present any effect.

Moreover, organizational culture should also be studied in more detail in relation to the effectiveness of sabbaticals. Attitudes towards work-life balance, employee well-being and organizational culture, per se, might be a critical factor dictating the success of practices in sabbatical leaves. It would also be interesting to see the perception of various kinds of organizational culture about the sabbatical and how that influences its application and transformation on turnover (Aubert & Pichault, 2021).

Also we should research into the possibility that there can be a broader impact of sabbaticals on the organisational performance, including productivity, innovation and employee engagement. The knowledge of the overall effects of sabbaticals might assist the organizations in getting a better picture on the path to take when developing human resource strategies.

## **Conclusion**

Sabbatical leave has been found to be a strategic intervention to curbing future turnover intentions, particularly in high-stress professions such as in information technology, health sector and academic institutions by virtue of its senior knowledge workers. These are the industries where employees are often put under stress as the requirements to them can even make them burn out, get stressed, and finally wish to leave them (Maslach & Leiter, 2016). As the results of this research point out, sabbaticals offer a good way in which employees get the chance to have a rest at their work and a way to recuperate their burnout and regain their work-life balance which all lead to decreased turnover intentions (Bakker et al., 2020).

The study implies that two mediators of work-life balance and burnout reduction define the work-related experience of turnover intentions caused by a sabbatical leave. By letting employees have time off to balance their work and life in a more balanced way, the team members are less likely to feel burnt out, which is one of the main indicators of turnover intentions (Greenhaus & Powell, 2018). By providing sabbatical, employees get a better to restore energy physically and mentally and, in turn, feel better in general and more satisfied with their job, which results in stronger organizational commitment and reduced turnover intentions (Aubert & Pichault, 2021).

To organizations, inclusion of sabbatical leave to retention strategies is one of the best ways of improving employee satisfaction, and long-term retention especially in high stress organizational set ups where burn out is common. Sabbaticals indicate to the employees that organisations care about their workforce, hence developing higher levels of loyalty and engagement among them. Since the staff turnover is very expensive to handle, the use of sabbatical policies would be an affordable management angle to enhance skilled talent retention and overall organizational world-class performance (Hughes et al., 2022).

To sum up, the consideration of sabbatical leave policies as the part and parcel of human resource strategies among senior knowledge workers engaged in stressful industries can be regarded as one of the important benefits, since this kind of human resource policy has a very evident and positive effect in terms of turnover intentions reduction and long run organizational performance increase.

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