

The Effect of Working Hours on Employee Turnover Intention with Burnout as a Mediating Variable : A Study of the Hospitality Industry in Bandar Lampung

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Abstract: This research examines how working hours affect turnover intention in Bandar Lampung's hotel business and how exhaustion mediates this connection. Hospitality companies have challenges from high turnover intention, which may lower productivity, training expenses, and service quality. The Job Demands-Resources (JD-R) and Conservation of Resources (COR) theories suggest that long hours might lead to burnout, which may make workers want to quit. A cross-sectional survey was used for quantitative research. This survey included 160 staff from three-, four-, and five-star hotels in Bandar Lampung. SEM was used with SmartPLS 4.0 to examine data. The results show that working hours significantly increase turnover intention. Working hours considerably and favorably affect burnout, which positively affects turnover intention. Burnout also strongly mediated the working hours-turnover intention link. Direct influence of working hours on turnover intention was greater than indirect effect via fatigue. Long work hours may lead to employee turnover even without burnout, according to these findings. To prevent employee turnover, hotel management should carefully regulate working hours.

Keywords: Bandar Lampung, Burnout, Hotel Industry, Turnover Intention, Working Hours.

Abstrak: Penelitian ini mengkaji bagaimana jam kerja memengaruhi niat untuk keluar (turnover intention) dalam industri perhotelan di Bandar Lampung, serta bagaimana kelelahan kerja (burnout) memediasi hubungan tersebut. Tingginya turnover intention menjadi tantangan bagi perusahaan perhotelan karena dapat menurunkan produktivitas, meningkatkan biaya pelatihan, dan menurunkan kualitas layanan. Berdasarkan teori Job Demands-Resources (JD-R) dan Conservation of Resources (COR), jam kerja yang panjang dapat menyebabkan burnout, yang kemudian mendorong keinginan karyawan untuk berhenti. Penelitian ini menggunakan pendekatan kuantitatif dengan desain survei cross-sectional. Sebanyak 160 karyawan dari hotel bintang tiga, empat, dan lima di Bandar Lampung menjadi responden dalam penelitian ini. Data dianalisis menggunakan Structural Equation Modeling (SEM) dengan bantuan perangkat lunak SmartPLS 4.0. Hasil penelitian menunjukkan bahwa jam kerja secara signifikan meningkatkan niat keluar karyawan. Jam kerja juga secara signifikan dan positif memengaruhi burnout, dan burnout secara positif memengaruhi turnover intention. Burnout terbukti menjadi mediator yang kuat dalam hubungan antara jam kerja dan turnover intention. Namun, pengaruh langsung jam kerja terhadap turnover intention lebih besar dibandingkan pengaruh tidak langsungnya melalui burnout. Temuan ini menunjukkan bahwa jam kerja yang panjang dapat menyebabkan karyawan ingin keluar, bahkan tanpa mengalami burnout. Oleh karena itu, manajemen hotel perlu mengatur jam kerja dengan cermat sebagai langkah strategis untuk mencegah turnover karyawan.

Kata kunci: Working Hours, Burnout, Turnover Intention, Industri Perhotelan, Bandar Lampung.

1. INTRODUCTION

The hotel business drives macroeconomic growth via direct and indirect contributions (Brine Harwood et al., 2022). This industry generates jobs, raises living standards, and boosts tax income (Modi, 2024). The Ministry of Tourism and Creative Economy (Kemenparekraf) reports that tourism-related industries, including hospitality, employed 23.98 million Indonesians in 2022, highlighting its importance to the country's economy.

The hotel business in Indonesia has grown rapidly, creating economic prospects and jobs in Bandar Lampung Municipality. Tourism in Lampung Province has increased along with this expansion. Bandar Lampung's hospitality scene includes affordable and premium five-star hotels, all of which facilitate tourism and business. The Indonesian Hotel and Restaurant Association (PHRI) forecasts a threefold rise of starred hotels in Bandar Lampung from eight in 2010 to 24 in 2024. This boom has led to 620,766 tourist jobs in Lampung Province in 2022, according to the Central Statistics Agency (Badan Pusat Statistik, 2022).

Three-, four-, and five-star hotels dominate Bandar Lampung's hotel sector. Statistics Indonesia (BPS Lampung) 2025 data shows higher room occupancy rates (TPK) and visitor patronage in premium categories. Business travellers and tourists choose three- to five-star hotels for their excellent service and extensive facilities (Chen dan Peng, 2021). These companies also have higher operational capacity and more advanced management systems, such as systematic labor division, performance assessment, and SOPs (Robbins dan Judge, 2024). These systems improve operational efficiency and service quality, but they make working circumstances difficult.

The hotel industry's growth has presented HR management issues, notably with employee turnover intention (Park dan Min, 2020). Global concerns include high hospitality turnover intention rates. The Achievers Workforce Institute (2023) found that 38% of overseas respondents planned to look for work elsewhere. Michael Page International Indonesia (2022) found that 43% of survey respondents held their jobs for less than two years and 84% planned career changes within six months. Alarming, Indonesia's hotel business has 92% turnover intention within six months of employment.

Indonesian hotels have 11–38% annual workforce turnover (Mantik et al., 2022). Gillies' (1989) standards classify staff turnover as normal between 5-10% and increased over 10%. Tri Adiyono et al. (2024) found numerous important variables impacting turnover intention in Indonesia's hotel business, supporting the phenomena.

Ike et al. (2023) define turnover intention as an employee's intentional desire to depart their job. Hospitality business employee turnover rates are higher than other industries, posing a significant organizational problem (Cimbaljević et al., 2020; Park dan Min, 2020). Hospitality is known for high turnover (Carbery et al., 2003). Turnover intention phases, when workers carefully analyze their options before leaving, contribute to high employee turnover (Anees et al., 2021).

The turnover intention phase begins when workers consider leaving the company (Carbery et al., 2003). Anees et al. (2021) use Mobley et al.'s (1977) intention-to-leave model to quantify turnover intensity using three indicators: thinking of quitting, intention to look for alternatives, and intention to quit. The "thinking of quitting" phase occurs when workers consider leaving or staying (Baquero, 2022). The next step is "intention to search for alternatives," or job hunting. Dissatisfied employees often seek alternate chances with other companies (Windon et al., 2019). After this period, devoted workers start acting like they want to quit. The "intention to quit" stage of the turnover intention process occurs when workers who have chosen to leave display actions that indicate strong desire to leave (Anees et al., 2021). Without immediate action, firms risk employee attrition and loss.

Work hours are a major cause of turnover intention (Lin et al., 2021). Employee working hours are their average weekly hours (Vallo, 2020). Tan et al. (2020) found that working hours substantially affect turnover intention. Cavallari et al. (2022) define working hours as control, predictability, and leisure time. Control means workers' work schedule autonomy. Work schedule predictability helps workers arrange personal time. Unreliable work patterns might raise stress. Finally, personal time—free time—is essential for work-life balance.

The Job Demands-Resources (JD-R) hypothesis of Demerouti et al. (2001) classifies working hours as job demands. When workplace demands are not matched with employment resources like temporal flexibility or social support, working hours worsen employee well-being and increase stress (Yin et al., 2023). Such situations cause long-term emotional weariness and burnout. Lin et al. (2021) found that Taiwanese healthcare professionals' burnout is positively influenced by working hours.

This research examines how working hours affect turnover intention in Bandar Lampung's hotel business, using burnout as a possible mediator. In the Job Demands-Resources (JD-R) framework, extended working hours are job demands that, if not balanced by sufficient resources, can lead to burnout, which is emotional exhaustion and reduced motivation (Yin et al., 2023) and increases the likelihood of employees leaving their jobs. The study examines whether working hours directly affect turnover intention, lead to burnout, influence burnout, and mediate the link between working hours and turnover intention. This research might influence management practices to optimize work hours and prioritize employee well-being to improve employee retention. The study deepens our knowledge of working hours, burnout, and turnover intention and lays the groundwork for future organizational behavior research.

2. LITERATURE REVIEW

Working hours

Employees are contractually compelled to work certain hours (Vallo, 2020). Working hours in Indonesia is regulated by Law No. 13 of 2003 on Manpower, subsequently changed by the Omnibus Law on Job Creation. The regulation allows 7 hours per day over six days (42 hours per week) or 8 hours per day over five days (40 hours per week), with mandated 30-minute breaks after four hours of labor. However, working hours include work-life characteristics including schedule management, shift regularity, and personal free time (Cavallari et al., 2022). These three aspects are assessed using the WorkTime Scale (WTS), notably for full-time workers in irregular or shift-based systems. Collewet and Sauermann (2017) found that assessing effective working hours—active task time excluding breaks and training—better captures tiredness and productivity consequences. Schiller et al. (2017) found that shorter work hours decrease stress, indicating that they may lessen job pressure.

According to the Job Demands-Resources (JD-R) hypothesis, extended working hours are job demands that, if not satisfied by appropriate job resources (e.g., autonomy, management support), may lead to burnout, which causes emotional and physical tiredness. Extended hours and unplanned overtime cause interpersonal conflict, sleep difficulties, and social isolation, which increase psychological strain and burnout risk (Hong et al., 2022; Bae, 2024). Working long hours without appropriate resources increases employee stress, disengagement, and turnover intention (Schaufeli et al., 2021; Wang & Liu, 2022). Recent studies show that flexible scheduling and supportive workplace practices reduce burnout and improve work-life balance (Nguyen et al., 2022; Smith & Johnson, 2023). Thus, increasing job control, predictability, and leisure time might improve employee well-being and organizational retention.

Burnout

Burnout, caused by extended emotional, physical, and mental stress at work, may lead to emotional weariness, depersonalization, and a decreased feeling of personal success (Maslach & Jackson, 1981). The Maslach Burnout Inventory-General Survey (MBI-GS) states that these three factors interact to negatively impact employee mental health and work performance. Freudenberger and York (1974) coined the term "burnout" to characterize a chronic disease produced by unreasonable work demands and expectations, particularly in emotionally demanding fields. Burnout is gradual and characterized by

excessive exhaustion, low involvement, and a feeling of ineffectiveness at work. Burnout harms human health and organizational sustainability, according to research. Salama et al. (2022) found that burnout mediates workplace stress and employee desire to quit, emphasizing its importance in workforce retention. Both Dall'Ora et al. (2023) and Lin et al. (2021) found that lengthy working hours and lack of scheduling liberty enhance emotional tiredness and turnover intention. Lu and Gursoy (2016) highlighted that millennials are more susceptible to emotional weariness and work dissatisfaction due to burnout.

Overwork, lack of management support, unclear job duties, poor motivation, insufficient competence, and unreasonable expectations may lead to burnout (Maslach & Leiter, 1997). These causes might cause cumulative stress, reducing work performance. Burnout causes energy, excitement, and self-confidence loss (Maslach & Leiter, 1997). Burnout may include sleep difficulties, emotional alienation, decreased motivation, and poor job quality. Wu et al. (2021) identified three markers of burnout: emotional exhaustion, depleted emotional resources; depersonalization, cynicism and emotional detachment from others; and reduced professional efficacy, lower productivity and a sense of incompetence. These indicators demonstrate organizational burnout's complexity and severe effects.

Turnover Intention

Turnover intention is an employee's intentional decision to quit a company, usually due to discontent or superior prospects (Fairuz Md Salleh et al., 2020; Mobley, 1977). It is a psychological withdrawal process that includes thoughts of leaving, job searching, and resignation (Carmeli & Weisberg, 2006). Voluntary and involuntary turnover disrupts operations, impairs team chemistry, and costs money in recruiting, training, and lost productivity. Turnover intentions are often explained by the Conservation of Resources (COR) hypothesis in hospitality and tourism. This idea by Hobfoll (1989) proposes that people preserve time, energy, and social support. When employment demands exhaust these resources, stress arises, pushing employees to depart to conserve their remaining resources and avoid further psychological or physical degradation (Nguyen et al., 2023).

Voluntary, involuntary, internal, external, and skilled or unskilled turnover intention exist (Mbah & Ikemefuna, 2012). High turnover intention, regardless of kind, increases worker workloads, recruitment and training expenses, transition productivity, and organisational performance (Mobley, 1977). Frequent staff changes may undermine

job continuity and upset current workers, possibly causing increased attrition. Anees et al. (2021) provide three turnover intention indicators: thinking about leaving, searching for new work, and quitting. These markers show the cognitive and behavioral processes before resignation. To build successful retention measures and sustain long-term worker stability, businesses must understand turnover intention and its causes.

3. METHODOLOGY

Research Design

This study examines observable events using quantitative research methods, which stress objective measurement and numerical analysis. According to Sekaran and Bougie (2016), quantitative approaches gather and evaluate data using statistical, mathematical, or computational methods. The main goal is to create and evaluate mathematical models, ideas, and hypotheses about particular phenomena. Quantitative research uses surveys, questionnaires, and statistical methods to test hypotheses and generalize sample results to a larger population within a certain confidence level. One-time cross-sectional surveys are used in this study to describe the present status of variables of interest in a given population (Sekaran & Bougie, 2016). This approach is efficient, cost-effective, and ideal for discovering variable relationships, but it cannot examine changes over time.

Population and Sample

Sekaran and Bougie (2016) define a population as the total group of people, components, or things with important qualities. It includes all members who match the researcher's requirements and provide a representative sample for study. Research validity and reliability depend on how well results can be extended to this larger group, hence population identification is vital. All staff at three-, four-, and five-star hotels in Bandar Lampung are included in this study. These hotel categories were selected because their organized operational systems, including SOPs, performance indicators, and formal human resource systems, assure data collection and variable control uniformity.

The sample is a subset of the population chosen for generalization. Sekaran (2016) defines a sample as a subset of the population analyzed to determine its characteristics. This study uses convenience sampling, where items are chosen depending on researcher accessibility. Given limited time, resources, and demographic data, this strategy works. Hair et al. (2010) propose multiplying the questionnaire questions by 5–10 to get the

minimal sample size. The minimum for 32 questionnaire questions is 160 respondents to ensure statistical validity and research analysis robustness.

Data Collection Techniques

Researchers acquire data to answer research questions and achieve study goals (Sekaran, 2016). The major data gathering method for this research is a questionnaire. Sekaran (2016) defines a questionnaire as a structured data gathering tool with written questions to elicit replies. In this study, Bandar Lampung personnel from three- to five-star hotels participated. This approach quickly collects standardized, measurable data from a large sample in a set period.

Operational Definition of Research Variables and Instruments

This study uses theoretical frameworks and earlier research to define variables operationally. Working hours are the entire time workers are required to work under their employment contract (Vallo, 2020), assessed by control, predictability, and free time (Cavallari et al., 2022). Turnover intention is an employee's deliberate decision to leave their job or organization, reflecting dissatisfaction and the desire to find new work (Ike et al., 2023), measured by three indicators: thinking of quitting, intention to search for alternatives, and intention to quit. Burnout is emotional, bodily, and mental tiredness produced by extended job stress, assessed by depersonalization, emotional exhaustion, and impaired professional effectiveness (Wu et al., 2021).

This study used SmartPLS to evaluate structured questionnaire data. The instrument included all study variables with 32 items. Six items measuring turnover intention were adapted from Sager et al. (1998) in Anees et al. (2021), eleven from Härmä et al. (2015) in Cavallari et al. (2022), and fifteen from Maslach and Jackson (1981) in Wu. The questionnaire measured respondent agreement on a five-point Likert scale to ensure consistency across constructs.

Data Analysis Techniques

This research used SmartPLS 4.0 to perform Partial Least Squares Structural Equation Modeling (PLS-SEM). Multivariate statistical methods like SEM allow researchers to evaluate theoretical models by examining direct and indirect latent variable correlations. The measurement model (outer model) tests construct validity and reliability,

whereas the structural model (inner model) tests hypothesized variable connections (Hair et al., 2021).

The outer model evaluation evaluates convergent validity using loading factors and Average Variance Extracted (AVE), with acceptable levels of ≥ 0.708 for loading and ≥ 0.50 for AVE (Hair et al., 2021). A Heterotrait-Monotrait Ratio (HTMT) below 0.85 or 0.90 suggests appropriate discriminant validity. A Composite Reliability (CR) requirement of ≥ 0.70 ensures internal consistency. The structural model employs R^2 to measure endogenous variable variance, while hypothesis testing analyzes path coefficients, t-statistics, and p-values via bootstrapping. Mediation is examined using the indirect effect, with statistical significance verified at $t > 1.96$ and $p < 0.05$ (Hair et al., 2021).

4. RESULT AND DISCUSSION

Respondent Characteristics

This survey included Bandar Lampung three- to five-star hotel personnel. A structured questionnaire was distributed to staff at Grand Mercure Lampung, Novotel Lampung, Emersia Hotel and Resort, Golden Tulip Springhill Lampung, Radisson Lampung Kedaton, Arte Hotel Bandar Lampung, Amalia Hotel, Grand Anugerah Hotel, and Hotel Grand Kutilang to recruit 160 respondents. These responders came from various departments and organizations. To describe the sample's demographics, respondents were grouped by hotel categorization, employment position, gender, age, education, and work tenure.

The majority of participants (50.63%) worked in four-star hotels, followed by 35% at three-star and 14.38% at five-star. This suggests that majority of the data obtained represents four-star hotel working conditions, which may mirror Bandar Lampung's hospitality sector management standards and operational practises. The employment distribution was mostly operational workers. The biggest concentration was in cleaning (20%), followed by security (15.63%) and front office (14.38%). These data show that most respondents work in frontline services, which are essential to hotel operations and may be more prone to occupational pressures

In terms of gender, female workers (58.13%) outnumbered male employees (41.88%). According to hospitality studies, women often work in customer service and hospitality, which need high interpersonal skills and emotional labor (Hiller & Barreda, 2024). Most responders were 21–30 years old (42.5%), followed by 31–40 (32.5%). This demography shows that most Bandar Lampung hospitality workers are young and early-

career. These age groups are more adaptive yet may have greater turnover owing to career exploration and employment adjustment.

Most respondents (43.75%) have a high school diploma, followed by diploma (26.25%) and bachelor's degree (21.88%). Participants had little postgraduate education and no doctorates. This follows hospitality education trends, where mid-level education is suitable for entry and operational employment. Regarding tenure, 26.25% of respondents had worked in their present jobs for one to three years and 25% for six to ten years. Short-term employees, especially those under one year (11.25%), are more likely to be doubtful or dissatisfied, which may increase turnover intentions. Conversely, individuals with over 10 years of service (15.62%) are assumed to have better organizational commitment, which is consistent with studies linking longer tenure to lower turnover intention and job security.

Measurement Model (Outer Model)

The outer model serves as a fundamental component within Partial Least Squares Structural Equation Modeling (PLS-SEM), as it delineates the relationships between observable indicators and the unobservable latent constructs they are intended to measure. According to Hair et al. (2021), the outer model provides empirical representation of latent variables through reflective or formative indicators. It is primarily concerned with validating how strongly and accurately each observed item contributes to the latent variable it is associated with, thereby ensuring the robustness and validity of the measurement model.

The first assessment in evaluating the outer model is convergent validity, which determines the degree to which multiple indicators of the same construct are correlated. This is typically measured through outer loading values and Average Variance Extracted (AVE). Hair et al. (2021) recommend that an outer loading value should be at least 0.70, signifying that over 50% of the variance in an observed variable is explained by the underlying latent construct. The results demonstrate that all indicators across the constructs of working hours, turnover intention, and burnout surpassed this threshold, with outer loadings ranging from 0.789 to 0.924, thus confirming strong indicator reliability.

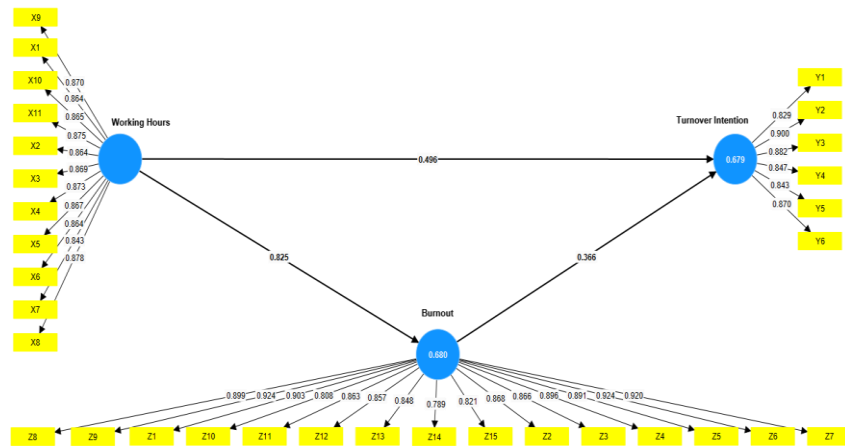


Figure 1. First Model (Outer Model)

In addition to outer loadings, AVE values were calculated to further evaluate convergent validity. An AVE value of ≥ 0.50 is considered acceptable, indicating that a construct captures more variance from its indicators than error (Hair et al., 2021). The AVE results for burnout (0.762), turnover intention (0.743), and working hours (0.751) exceed the recommended threshold. These findings confirm that the latent constructs effectively explain the majority of variance in their respective indicators.

Discriminant validity is essential for measurement model evaluation to demonstrate latent concept empirical uniqueness. This validity reveals if a construct is unique and captures phenomena not reflected by other variables in the model, according to Hair et al. (2021). The Heterotrait-Monotrait Ratio (HTMT) and cross-loading analysis are used in PLS-SEM to assess discriminant validity. The HTMT technique compares indicators measuring various constructions against those assessing the same construct. Discriminant validity is usually good below 0.90.

The research found that all paired comparisons of working hours, burnout, and turnover intention yielded HTMT values below 0.90, with the highest being 0.846. This shows that each construct is unique enough to be conceptually independent. According to Hair et al. (2021), the measurement model has sufficient discriminant validity.

Table 1. Heterotrait-Monotrait Ratio

	Heterotrait-monotrait ratio (HTMT)
Turnover Intention <-> Burnout	0,811
Working hours <-> Burnout	0,846
Working hours <-> Turnover Intention	0,838

Cross-loading study compares each indicator's loading on its target construct to other constructs, supporting these conclusions. Each indicator loads more heavily on its hidden variable than the others. Burnout loadings are consistently larger than working hours or turnover intention loadings. This pattern proves discriminant validity by showing that indicators clearly reflect the constructs they assess. In reliability testing, Cronbach's Alpha and Composite Reliability assessed construct internal consistency. Burnout, turnover intention, and working hours all above the 0.70 threshold. Hair et al. (2021) noted that these high values imply great internal consistency and suggest that the indicators accurately assess their components.

Table 2. Composite Reliability

	Cronbach's alpha	Composite reliability	Keterangan
<i>Burnout</i>	0,977	0,98	Reliabel
<i>Turnover intention</i>	0,931	0,945	Reliabel
<i>Working hours</i>	0,967	0,971	Reliabel

Respondent Response Results

Respondent views of working hours (X) give important insight into Bandar Lampung hotel workers' work circumstances. The statement “I am expected to be on-call and perform tasks immediately when contacted” had the highest mean score of 4.11, showing that workers are expected to work outside of planned hours. Staff must move quickly to ensure operational continuity and visitor happiness in the hotel business. Although fair, such expectations may interfere with workers' personal life and cause psychological stress owing to the blurring of work and leisure time. The lowest-rated item, “I have the freedom to determine my own work schedule,” with a mean of 3.97, while still high, shows how constrained workers' time is due to shift-based scheduling in hotels.

The turnover intention variable (Y) shows that workers are likely to leave their jobs. The highest-rated answer, “I believe I have greater chances of achieving success if I work at another company,” with a mean of 4.169, shows workers' feelings of stagnation at their present jobs. This may be due to discontent with job advancement, skill development, or unfulfilled professional goals. In comparison, the lowest mean score of 4.038 for “I often think about leaving my current job” is still “strongly agree”. This shows that workers may have progressed beyond contemplation and started actively seeking other possibilities, showing a turnover intention. The overall average of 4.092 for this variable shows that respondents are typically open to different careers.

Burnout (Z) contextualizes the data by showing the psychological toll of labor. “I am not confident that I can complete all tasks effectively” had the highest mean score of 4.194, indicating a drop in employee professional self-efficacy. This lack of confidence generally results from professional stress and severe workloads, which lower motivation and job performance. The lowest-rated item, “I do not feel that I contribute to my organization,” had a mean score of 3.938, suggesting that some workers with burnout symptoms nonetheless feel like they contribute. This residual involvement might support management initiatives like recognition and focused mentorship to boost employee morale.

The average burnout score is 4.089, which is “strongly agree”. This shows that hotel workers experience widespread burnout, including emotional weariness, depersonalization, and impaired professional performance. These symptoms indicate poor well-being and anticipate turnover. Psychological stress lowers work satisfaction and organizational commitment, increasing the risk of voluntary departure. To reduce burnout and improve staff retention, hotel management must use proactive measures including task reassignment, stress management, and flexible scheduling.

Structural Model (Inner Model)

a. Structural Model (Inner Model)

The structural model (inner model) evaluates latent construct correlations suggested in the study framework. Structural analysis examines inter-construct connection predictive power and statistical significance after reliability and validity tests validate the measurement model. The coefficient of determination (R^2) measures the extent to which independent factors explain variation in dependent variables. According to Hair et al. (2021), a R^2 value of 0.75 is deemed significant, 0.50 moderate, and 0.25 weak. This research found a R^2 value of 0.680 for the endogenous construct "burnout" suggesting that the predictor variable(s) account for 68.0% of variance, while the remaining 32.0% may be affected by variables not in the model. Similarly, the R^2 value for "turnover intention" is 0.679, indicating that predictors explain 67.9% of variance while external factors explain 32.1%.

Table 3. Determinant Coefficient (R2)

Variable	R-square
Burnout	0.680
Turnover Intention	0.679

Besides R² analysis, hypothesis testing was done using PLS-SEM, measuring t-statistics and p-values. Significant relationships are defined as t-values > 1.96 and p-values < 0.05 (Hair et al., 2021). From working hours to turnover intention, the first route has a t-value of 2.924 and a p-value of 0.002, reaching the significance criterion. Extended working hours raise resigning intentions, according to the path coefficient of 0.496. The second route, from working hours to burnout, shows stronger findings with a t-value of 15.851, p-value of 0.000, and high path coefficient of 0.825. It seems that lengthy work hours significantly reduce employee burnout. Last, the third route from burnout to turnover intention has a t-value of 2.189 and a p-value of 0.014, indicating a positive effect. Burnout makes workers more likely to depart, according to a path coefficient of 0.366.

Table 4. Direct Effect

Pathway	Original Sample (O)	T-statistic	P-value	Result
Working hours → Turnover intention	0.496	2.924	0.002	Significant
Working hours → Burnout	0.825	15.851	0.000	Significant
Burnout → Turnover intention	0.366	2.189	0.014	Significant

Mediation analysis investigates whether burnout mediates the working hours-turnover intention link. The unique indirect impact is examined using t-statistic and p-value (Hair et al., 2021). The indirect impact of working hours on turnover intention via burnout is statistically significant (t-value 2.258, p-value 0.012). The original sample value for this approach is 0.302, indicating a significant but smaller influence than the direct pathway. Long working hours induce burnout, which raises turnover intention, according to these findings. Working hours still affect turnover intention more directly (path coefficient = 0.496) than indirectly via burnout (path coefficient = 0.302). This suggests that although burnout mediates, increased working hours might also cause people to contemplate leaving.

Table 5. Specific Indirect Effect

Pathway	Original Sample (O)	T-statistic	P-value	Result
Working hours → Burnout → Turnover intention	0.302	2.258	0.012	Significant

Working hours impact turnover intention directly and indirectly, according to the research. Burnout somewhat mediates this association, but it does not entirely explain it. The inference is that increased working hours alone promote employee turnover, regardless of burnout. Hotel management must pay more attention to work schedule structure and apply interventions to reduce overwork. Workload redistribution, shift planning improvements, and wellness initiatives may reduce emotional weariness and boost job satisfaction. Organizations may build a more loyal staff by addressing structural and psychological turnover factors.

Working hours have a positive and significant effect on Turnover intention of Hospitality Industry Employees in Bandar Lampung

Hypothesis testing shows that working hours positively and statistically significantly affect turnover intention in Bandar Lampung's hotel business. This conclusion supports the first hypothesis of the research with a t-statistic of 2.924, which surpasses the crucial value of 1.96, and a p-value of 0.002, which is below 0.05. Extended and inflexible working hours may boost employee resignation, according to these findings. Tan et al. (2020) and Bae (2024) showed that lengthy work hours increased turnover intention. In contrast, Baquero et al. (2025) found that workload, including long hours, did not directly affect employee turnover, suggesting contextual variations in Bandar Lampung's hospitality industry. Descriptive analysis supports this result, with the highest-rated item, "I must always be available to work when contacted," scoring 4.11. Expectations of perpetual availability undermine workers' relaxation and work-life balance, increasing the need for flexible employment. According to the Job Demands-Resources (JD-R) hypothesis, excessive working hours without enough resources may cause stress and lower employee well-being.

Working hours have a positive and significant effect on Burnout of Hospitality Industry Employees in Bandar Lampung

Working hours significantly reduce employee burnout in Bandar Lampung's hotel industry, according to hypothesis testing. A t-statistic of 15.851 above the crucial threshold of 1.96, and a p-value of 0.000 is below the 0.05 level of significance. Also, the path coefficient of 0.825 shows a substantial positive correlation between long hours and burnout. These data support the second hypothesis that lengthy and irregular work hours increase physical and emotional tiredness. The average burnout variable answer was 4.089, indicating widespread emotional tiredness, decreased motivation, and lower work excitement among workers. Working hours indications show that workers routinely work weekends, holidays, and beyond planned hours, often requiring to be on standby. Such settings support Piso (2022) and Lin et al. (2021) conclusions that excessive and unexpected work hours cause burnout. Bae (2024) found no clear relationship between work hours and burnout, emphasizing contextual variables such Bandar Lampung's severe hotel sector operating needs.

Burnout has a positive and significant effect on Turnover intention of Hospitality Industry Employees in Bandar Lampung

Hypothesis testing shows that fatigue positively affects turnover intention in Bandar Lampung's hospitality business. A path coefficient of 0.366, t-statistic of 2.189 (higher than 1.96), and p-value of 0.029 (less than 0.05) confirm this. The results show that emotional weariness, depersonalization, and low professional effectiveness increase resignation rates. The third hypothesis is validated, showing that psychological strain is a major factor in employee turnover. According to Hobfoll's Conservation of Resources (COR) Theory, stress occurs when personal resources like energy, time, and resilience are exhausted and cannot be restored. In high-pressure service industries like hospitality, emotional labor and overwork deplete resources, causing burnout. Previous studies by Salama et al. (2022) and Koo et al. (2020) indicated that burnout greatly increases hotel worker attrition. Given the path coefficient of 0.366, managerial actions including workload restructuring, stress management, and psychologically supportive work environments are necessary to decrease burnout and turnover.

Working hours have a positive and significant effect on Turnover intention through Burnout of Hospitality Industry Employees in Bandar Lampung

Hypothesis testing shows that burnout partially mediates the association between working hours and turnover intention in Bandar Lampung's hotel business. The path coefficient of 0.185, t-statistic of 2.258 (above the 1.96 criterion), and p-value of 0.012 (below the 0.05 barrier) corroborate this result (Hair et al., 2021). These findings imply that long hours, inconsistent scheduling, and restricted recuperation time deplete workers' mental and physical resources, causing burnout symptoms including emotional tiredness and decreased professional performance. Burnout increases the chance of workers resigning, emphasizing its mediation role in the causal chain from working circumstances to withdrawal behavior. This supports Hobfoll (1989)'s Conservation of Resources (COR) hypothesis, which states that people want to save their time, energy, and mental health. Burnout occurs when continuous job demands drain these resources without proper recuperation, forcing people to choose new work to achieve balance (Hobfoll et al., 2018). Although the direct effect of working hours on turnover intention was stronger than the mediated path, the indirect effect emphasizes the need for hospitality managers to monitor workload demands and implement supportive interventions to reduce burnout and turnover.

5. CONCLUSION

First, lengthy and inflexible work hours substantially and positively affect turnover intention, demonstrating that excessive occupational demands lead individuals to quit. Second, working hours are positively correlated with burnout, supporting the Job Demands-Resources (JD-R) idea that high job demands without sufficient resources cause stress and emotional weariness. Third, burnout positively affects turnover intention, implying that workers feeling emotional weariness, depersonalization, and lower personal achievement are more inclined to quit. The data also shows that burnout partly mediates the influence of working hours on turnover intention, highlighting its importance as a psychological channel for withdrawal behavior. Burnout remains a partial mediator since working hours directly affect turnover intention.

The results provide some practical suggestions for hotel management and future studies. Hotel management should assess work scheduling methods to guarantee equitable job allocation, restrict overtime, and protect staff recuperation times. Psychological assistance, stress management training, and an open, supportive workplace should also be

prioritized to reduce burnout. Work-life balance via flexible scheduling and personal development may boost employee well-being and organizational commitment. To acquire further comparable insights, future study should include job happiness, emotional burden, and supervisor support and extend to other service industries like healthcare or retail.

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