

The Effect of Emotional Exhaustion on Employee Turnover Intention at Pangeran Beach Hotel Padang

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ABSTRACT

Emotional exhaustion, a central dimension of burnout, is widely recognized as a critical antecedent of employee turnover intention, particularly in high-pressure service sectors such as hospitality. This study investigates the effect of emotional exhaustion on turnover intention among employees of Pangeran Beach Hotel Padang, Indonesia. Adopting a quantitative research design with total sampling, data were collected from 65 employees using a structured questionnaire and analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that emotional exhaustion has a positive and significant impact on turnover intention, indicating that higher levels of emotional depletion substantially increase employees' propensity to leave the organization. Theoretically, the findings extend burnout and turnover literature by providing empirical evidence from the underexplored Indonesian hospitality context. Practically, this study offers insights for hotel managers to implement targeted interventions—such as workload optimization, emotional support programs, and employee engagement initiatives—to reduce burnout and enhance retention. Limitations include the single-hotel focus and cross-sectional design, suggesting that future research should employ longitudinal and multi-site approaches to improve generalizability.

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1. INTRODUCTION

The hospitality industry plays a pivotal role in supporting tourism growth, serving as one of the key sectors contributing significantly to national economies through foreign exchange earnings and employment creation [1]. In Indonesia, endowed with abundant natural and cultural resources, tourism has emerged as a strategic driver of economic development. The steady increase in domestic and international tourist arrivals has encouraged hotel operators to continuously improve service quality to remain competitive in a highly dynamic market [2].

Hotels rely heavily on competent and professional employees across various operational departments—such as front office, housekeeping, food and beverage, and engineering—to ensure seamless daily operations. However, high employee turnover can disrupt operational stability, leading to increased recruitment and training costs, decreased productivity, and a decline in service quality [3]. Turnover intention, defined as an employee's conscious and deliberate willfulness to leave an organization, is considered a critical predictor of actual turnover behavior. Elevated turnover intention may negatively affect service continuity and long-term organizational performance [4].

Among the key antecedents of turnover intention, emotional exhaustion has been identified as a major factor. Emotional exhaustion refers to a state of feeling emotionally drained and depleted due to persistent job-related stress [5]. Employees experiencing emotional exhaustion often show decreased motivation, lower organizational commitment, and a stronger desire to quit their jobs [6]. In the hospitality context, high job demands, insufficient recovery periods, and intense service delivery requirements are common triggers of emotional exhaustion [7]. If left unaddressed, this condition may

impair individual productivity, weaken social interactions, and reduce work engagement, ultimately diminishing service quality and accelerating employee turnover [8].

Although the relationship between emotional exhaustion and turnover intention has been examined across various industries, empirical studies focusing on the hospitality sector, particularly in high-pressure work environments such as the Pangeran Beach Hotel Padang, remain scarce. This hotel's complex operational characteristics and demanding service standards create conditions conducive to emotional strain among employees. Therefore, this study aims to analyze the effect of emotional exhaustion on turnover intention among employees at Pangeran Beach Hotel Padang, providing empirical insights to inform more effective human resource management strategies within the hospitality industry.

2. METHOD

This study adopted a quantitative approach with a causal–associative design to examine the effect of emotional exhaustion on turnover intention among 108 permanent employees at Pangeran Beach Hotel Padang, using a total sampling technique to ensure complete population coverage [9]. Data were collected in July 2025 through a structured, closed-ended questionnaire based on a five-point Likert scale, adapted from validated instruments in prior studies [10], [11]. Instrument validity was tested using Pearson's correlation with a 5% significance threshold, and reliability was assessed through Cronbach's alpha (>0.60) [12]. Data analysis employed Partial Least Squares–Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0, which is suitable for complex models with latent variables, small sample sizes, and non-normal data distributions [13], [14]. The analysis included measurement model evaluation through convergent validity (factor loadings ≥ 0.70 for established constructs, AVE ≥ 0.50 , CR ≥ 0.70), discriminant validity via Fornell–Larcker criterion and HTMT ratio (≤ 0.85) [12], [15], and structural model assessment based on R^2 , Q^2 , and bootstrapping with 5,000 resamples, considering hypotheses significant at $p < 0.05$ or t-statistics > 1.96 [14], [16].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Respondent Demographics

The demographic profile of the respondents provides an overview of the characteristics of the study sample, consisting of 108 permanent employees of Pangeran Beach Hotel Padang. As shown in Table 1, the majority of respondents were male (58.33%), aged between 26–35 years (42.59%), with a diploma-level education (46.30%), and had more than five years of work experience (51.85%). These demographics indicate that the sample is dominated by individuals in their productive working age with a substantial level of professional experience, which may influence both their emotional exhaustion levels and turnover intentions.

Table 1. Respondent Demographics

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	63	58.33
	Female	45	41.67
Age	≤ 25 years	32	29.63
	26–35 years	46	42.59
	≥ 36 years	30	27.78
Education Level	High School	34	31.48
	Diploma	50	46.30
	Bachelor's Degree	24	22.22
Work Experience	≤ 2 years	21	19.44
	3–5 years	31	28.71
	> 5 years	56	51.85

3.1.2. Evaluation of Measurement Model (outer model)

The outer model analysis was conducted to ensure that the measurement employed met the criteria for validity and reliability. The assessment results, presented in Figure 1, include outer loading values, indicator reliability, composite reliability, Average Variance Extracted (AVE), and Cronbach's alpha, which collectively serve as indicators of the internal consistency of the measurement instrument.

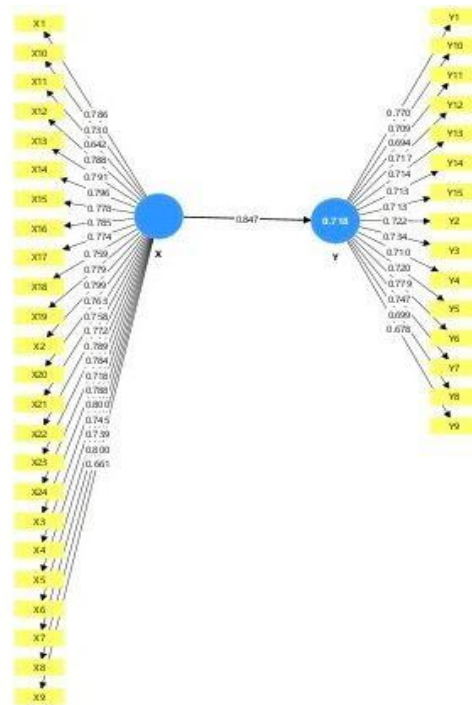


Figure 1. External Model

3.1.3. Convergent Validity

Convergent validity in the PLS approach assesses the extent to which indicators of a latent construct converge and share a high proportion of common variance [12], with factor loadings reflecting the correlation between each indicator and its respective construct; values above 0.70 are generally considered satisfactory, while loadings between 0.50 and 0.60 remain acceptable for exploratory studies or newly developed instruments [17]. The outer model evaluation for emotional exhaustion and turnover intention demonstrated that all indicators exceeded the minimum 0.60 threshold, confirming adequate convergent validity; the highest loading for emotional exhaustion was 0.800 (X5 and X8) and the lowest 0.642 (X11), whereas for turnover intention the highest loading was 0.779 (Y6) and the lowest 0.678 (Y9), indicating that all measurement items reliably represent their constructs and meet the requirements for subsequent reliability and structural model assessments [14], [18].

Table 2. Outer loading values for emotional exhaustion and turnover intention

Indicator	Emotional Exhaustion	Turnover Intention
X1	0.786	—
X2	0.799	—
X3	0.718	—
X4	0.788	—
X5	0.800	—
X6	0.745	—
X7	0.739	—
X8	0.800	—
X9	0.661	—
X10	0.730	—
X11	0.642	—
X12	0.788	—

Indicator	Emotional Exhaustion	Turnover Intention
X13	0.791	–
X14	0.796	–
X15	0.778	–
X16	0.785	–
X17	0.774	–
X18	0.759	–
X19	0.779	–
X20	0.763	–
X21	0.758	–
X22	0.772	–
X23	0.789	–
X24	0.784	–
Y1	–	0.770
Y2	–	0.722
Y3	–	0.734
Y4	–	0.710
Y5	–	0.720
Y6	–	0.779
Y7	–	0.747
Y8	–	0.699
Y9	–	0.678
Y10	–	0.709
Y11	–	0.694
Y12	–	0.717
Y13	–	0.714
Y14	–	0.713
Y15	–	0.713

3.1.4. Internal consistency

Further analysis was conducted to assess the reliability and validity of the constructs using composite reliability, Average Variance Extracted (AVE), and Cronbach's alpha. According to Ghazali [12], a Cronbach's alpha value above 0.70 indicates strong internal reliability, while Sarstedt et al. [15] note that composite reliability (rho_c) values exceeding 0.70 confirm indicator reliability. Additionally, an AVE value greater than 0.50 signifies that the construct meets the convergent validity criterion by explaining more than 50% of the variance in its indicators. As shown in Table 2, both emotional exhaustion and turnover intention exceeded the threshold values for Cronbach's alpha and composite reliability, and all AVE values were above 0.50, indicating that all constructs in this study are reliable and valid for further analysis.

Table 3. Composite reliability, Cronbach's alpha, and AVE values for each construct

Variable	Cronbach's Alpha	rho_a	Composite Reliability	AVE
Emotional Exhaustion	0.969	0.970	0.971	0.585
Turnover Intention	0.934	0.935	0.942	0.521

3.1.5. Discriminant validity

In this study, discriminant validity was assessed using the Fornell–Larcker criterion, which requires that the square root of the Average Variance Extracted (AVE) for each construct be greater than its correlations with other constructs in the structural model [12]. As shown in Table 3, the square root of AVE for emotional exhaustion (0.765) was lower than its correlation with turnover intention (0.847), and similarly, the square root of AVE for turnover intention (0.722) was lower than its correlation with emotional exhaustion (0.847), indicating that the Fornell–Larcker criterion was not fully met. However, an additional assessment using the Heterotrait–Monotrait Ratio (HTMT) method [15], [18] showed that the HTMT value between the two constructs was 0.884, which is below the conservative threshold of 0.90, thereby confirming that discriminant validity was achieved despite the strong correlation between the constructs.

Table 4. Discriminant Validity – Fornell–Larcker Criterion

Variable	Emotional Exhaustion	Turnover Intention
Emotional Exhaustion	0.765	–
Turnover Intention	0.847	0.722

Table 5. Discriminant Validity – Heterotrait–Monotrait Ratio (HTMT)

Variable	Emotional Exhaustion	Turnover Intention
Emotional Exhaustion	–	–
Turnover Intention	0.884	–

3.1.6. Goodness of Fit (GoF)

The results of the inner model evaluation, as presented in Table 5, show that the R^2 value for turnover intention is 0.718, indicating that 71.8% of the variance in turnover intention can be explained by emotional exhaustion, while the remaining 28.2% is attributed to other factors not included in the model. The adjusted R^2 value of 0.715 reflects a slight adjustment for the number of predictors in the model, confirming that the explanatory power remains high. Based on Chin's [16] classification, this R^2 value can be considered substantial, demonstrating that emotional exhaustion has a strong predictive ability for turnover intention in the context of this study.

Table 6. Inner Model (R^2)

Variable	R^2	Adjusted R^2
Turnover Intention	0.718	0.715

3.1.7. Hypothesis Test

A hypothesis in PLS-SEM is considered supported when the significance level (p-value) is less than 0.05 or the t-statistic exceeds the critical value of 1.66 [15]. As shown in Table 6, the path coefficient from emotional exhaustion to turnover intention yielded an original sample value of 0.847 with a sample mean of 0.856, indicating a strong and consistent relationship between the two variables. The standard deviation of 0.032 resulted in a t-statistic of 26.815, which far exceeds the threshold at both the 5% and 1% significance levels, and is further supported by a p-value of 0.000. These findings provide robust empirical evidence that higher levels of emotional exhaustion significantly increase employees' propensity to leave their jobs, thereby confirming the proposed hypothesis.

Table 7. Direct Effect Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Emotional Exhaustion -> Turnover Intention	0.847	0.856	0.032	26.815	0.000

3.2. Discussion

The analysis revealed a positive and significant relationship between emotional exhaustion and turnover intention, confirming that higher levels of emotional strain increase employees' propensity to leave the organization. The mean score for emotional exhaustion was 3.31, indicating a moderately high level among employees at Pangeran Beach Hotel Padang. The lowest indicator score was found in "feeling tired at the end of the workday" (3.07), suggesting notable physical and emotional fatigue, likely driven by high work intensity. Other low-scoring aspects included "excessive workload" (3.27) and "job dissatisfaction" (3.28), while higher scores for "reluctance to perform work" (3.41) and "indifference toward colleagues" (3.42) imply that, despite fatigue, social relations and work attitudes remain relatively stable. These findings align with burnout theory [5], which identifies emotional exhaustion as a primary component of burnout caused by prolonged job stress, leading to reduced engagement and commitment.

Similarly, turnover intention recorded a mean value of 3.26, also in the moderately high category, with three primary indicators—thoughts of quitting, intention to quit, and intention to search for another job—scoring between 3.15 and 3.32. This pattern is consistent with the three-stage turnover model [10], which outlines a progression from initial thoughts of quitting to a concrete intention to resign and finally to active job searching. This suggests that most employees are in the early-to-mid stages of the turnover process, warranting management interventions to address factors such as career development opportunities, workload distribution, and leadership style [11].

The PLS-SEM results further confirmed the strength of this relationship, with a path coefficient of 0.847, t-statistic of 26.815 ($p < 0.001$), and an R^2 value of 0.718, indicating that approximately 72% of the variance in turnover intention can be explained by emotional exhaustion. This is in line with previous findings [6], [13], which identify emotional exhaustion as a primary predictor of turnover intention due to its detrimental effects on coping capacity, social interaction, and work engagement. Within the context of Pangeran Beach Hotel Padang, these outcomes may be attributed to imbalanced workloads, pressure from superiors or guests, and limited psychological support. Accordingly, the findings provide a strong rationale for management to implement burnout-prevention strategies, including optimized work scheduling, stress management training, and improved interdepartmental communication, to reduce turnover intention and sustain both employee well-being and organizational productivity.

4. CONCLUSION

Based on the findings and analyses, this study concludes that the overall level of emotional exhaustion among employees at Pangeran Beach Hotel Padang is categorized as moderately high, with a mean score of 3.31. Similarly, the level of turnover intention is also in the moderately high category, with a mean score of 3.26, where the highest indicator, "thinking of quitting," reflects that a substantial proportion of employees are considering the possibility of leaving their jobs. The structural model results further confirm that emotional exhaustion exerts a positive and significant effect on turnover intention, as evidenced by a t-statistic of 26.815, which exceeds the critical value of 1.96, and a p-value of 0.000 (< 0.05), indicating that higher levels of emotional exhaustion significantly increase employees' intention to resign.

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