

The Effect of Workload on Burnout Among Employees at The Balcone Suites and Resort Bukittinggi

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ABSTRACT

This study investigates the effect of workload on employee burnout in the hospitality industry, using The Balcone Suites and Resort Bukittinggi as a case study. The research is motivated by the high operational intensity in hotels, which may contribute to physical, emotional, and mental exhaustion among employees. A quantitative causal-associative approach was applied, involving a total sampling of 88 permanent employees. Data were collected using a structured Likert-scale questionnaire and analyzed through simple linear regression with SPSS version 25.0, following normality, homogeneity, and linearity assumption tests. The results reveal that workload has a significant positive effect on burnout ($p < 0.05$), with an Adjusted R^2 value of 0.340, indicating that workload explains 34% of the variance in burnout. These findings suggest that as workload increases, burnout levels also rise, underscoring the importance of workload management in reducing employee fatigue and sustaining service quality. This study contributes to the limited empirical literature on workload–burnout relationships in the hotel sector, offering practical implications for managers to implement balanced task allocation, flexible scheduling, and stress management training.

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1. INTRODUCTION

The hospitality industry plays a pivotal role in supporting tourism growth, providing essential accommodation and service facilities that directly influence visitor satisfaction and destination competitiveness [1]. In Indonesia, the rapid development of the tourism sector has significantly stimulated the hotel industry, which demands high service quality from employees across various divisions such as front office, housekeeping, food and beverage, kitchen, and engineering. Employee performance, as a determinant of service quality, is often influenced by workload, which—if excessive—can result in physical, mental, and emotional exhaustion, commonly referred to as burnout [2].

The Balcone Suites and Resort Bukittinggi, located in one of West Sumatra's prime tourism destinations, experiences consistently high occupancy rates and operational activities. Such conditions require employees to perform at maximum capacity. However, when workloads are not effectively managed, the risk of burnout increases, potentially impacting service quality and organizational performance. Workload refers to the volume and frequency of tasks assigned within a specific time frame, encompassing the quantity of responsibilities, working hours, and the intensity of job-related pressures [3]. Excessive workload has been shown to negatively affect employees' physical and mental well-being, reduce motivation, disrupt teamwork, and increase stress levels [4], [5].

In the hospitality sector, particularly in guest-facing departments such as the front office, rising service demands can substantially increase work intensity. Data from The Balcone Suites and Resort indicate a monthly upward trend in both room sales and hosted events, reflecting greater operational pressure on employees. Field observations reveal that high performance targets, sustained service delivery under fatigue, and limited mental health support contribute to burnout symptoms among staff. If left

unaddressed, these factors can lead to chronic emotional exhaustion, diminished job engagement, and decreased organizational productivity [6], [7].

Although previous studies have examined the relationship between workload and burnout, much of the literature has focused on industries such as healthcare, manufacturing, and restaurants, with relatively limited attention to the hotel sector [8]–[10]. Given the high work intensity in hospitality operations, there is a pressing need to investigate this relationship within hotel settings. Therefore, this study aims to examine the effect of workload on burnout among employees at The Balcone Suites and Resort Bukittinggi and to provide strategic recommendations for effective workload management to maintain employee well-being and performance.

2. METHOD

This study employed a quantitative approach with a causal-associative design to examine the effect of workload (independent variable) on employee burnout (dependent variable) at The Balcone Suites and Resort Bukittinggi. The population consisted of all 88 permanent employees, excluding daily workers, part-time staff, and trainees, and the sampling technique applied was total sampling, ensuring comprehensive coverage of the target respondents. Data were collected using a structured questionnaire based on a five-point Likert scale to measure both workload and burnout variables, each comprising items validated and tested for reliability in prior research [11], [12]. Before hypothesis testing, classical assumption tests were conducted, including normality using the Kolmogorov–Smirnov method, homogeneity, and linearity tests, to ensure the suitability of the data for regression analysis [13]. The hypothesis was tested using simple linear regression with the model $Y=a+bX$, and the coefficient of determination (R^2) was calculated to determine the proportion of variance in burnout explained by workload. Statistical analyses were performed using SPSS version 25.0, with a significance threshold set at $p \leq 0.05$, and respondents' perceptions were interpreted using a score range classification from “very poor” to “very good” [14].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Respondent Demographics

The demographic characteristics of the 88 respondents, all of whom were permanent employees of The Balcone Suites and Resort Bukittinggi, were categorized based on gender, age, education level, and years of service. The results indicate that male employees comprised 47 respondents (53.41%), while female employees accounted for 41 respondents (46.59%), reflecting a slightly higher proportion of males in the workforce [15]. In terms of age, the majority (50.00%) were aged 21–30 years, followed by 31–40 years (21.59%), over 40 years (15.91%), and ≤ 20 years (12.50%) [16]. Regarding education, most respondents held a senior high school diploma (64.77%), followed by diploma holders (22.73%) and bachelor's degree holders (12.50%) [17]. For years of service, the largest group had 1–5 years of tenure (52.27%), followed by > 5 years (29.55%) and less than 1 year (18.18%) [18]. These findings suggest that the hotel's workforce is relatively young, moderately experienced, and predominantly educated to senior high school level, characteristics that are common in the hospitality industry's operational staff composition.

Table 1. Respondent Demographics

Demographic Category	Classification	Frequency (n)	Percentage (%)
Gender	Male	47	53.41
	Female	41	46.59
Age (years)	≤ 20	11	12.50
	21–30	44	50.00
	31–40	19	21.59
	> 40	14	15.91
Education Level	Senior High School	57	64.77
	Diploma	20	22.73
Years of Service	Bachelor's Degree	11	12.50
	< 1 year	16	18.18

Demographic Category	Classification	Frequency (n)	Percentage (%)
	1–5 years	46	52.27
	> 5 years	26	29.55

3.1.2. Data Description

he workload variable (X) was measured using 15 statement items that had undergone validity and reliability testing, with data collected from 88 permanent employees of The Balcone Suites and Resort Bukittinggi. The descriptive statistical results showed a mean score of 48.19, median of 48, mode of 46, standard deviation of 7.73, variance of 59.81, range of 47, minimum score of 18, maximum score of 65, and a total score of 4,241. These results indicate that employees generally experienced a moderate to high workload, consistent with the operational demands of the hospitality industry [19]. The burnout variable (Y) was measured using 13 validated and reliable items, yielding a mean score of 47.73, median of 47.50, mode of 36, standard deviation of 13.99, variance of 195.73, range of 57, minimum score of 18, maximum score of 75, and a total score of 4,201. These findings suggest that while burnout levels varied considerably among respondents, overall levels were moderate, reflecting the presence of both physical and emotional fatigue in the workforce [20].

Table 2. Descriptive Statistics of Workload Variable (X)

Statistics	Value
N (Valid)	88
Missing	0
Mean	48.19
Median	48
Mode	46
Std. Deviation	7.73
Variance	59.81
Range	47
Minimum	18
Maximum	65
Sum	4241

Table 3. Descriptive Statistics of Burnout Variable (Y)

Statistics	Value
N (Valid)	88
Missing	0
Mean	47.73
Median	47.50
Mode	36
Std. Deviation	13.99
Variance	195.73
Range	57
Minimum	18
Maximum	75
Sum	4201

3.1.3. Assumption Testing

The assumption testing in this study included normality, homogeneity, and linearity tests to ensure the appropriateness of the data for regression analysis. The normality test, conducted using the

Kolmogorov–Smirnov method in SPSS version 25.0, indicated an Asymp. Sig (2-tailed) value of 0.200, exceeding the 0.05 significance threshold. This result confirms that the residuals were normally distributed [21]. The homogeneity test, also performed using SPSS, yielded a significance value of 0.69, which is greater than 0.05, indicating that the variance across the data was homogeneous [22]. Furthermore, the linearity test revealed a significance value for deviation from linearity of 0.492 (>0.05), confirming a statistically significant linear relationship between the workload (X) and burnout (Y) variables [23]. These findings demonstrate that the data met the classical assumption requirements for conducting simple linear regression analysis.

Table 4. Normality Test Results

Test Statistic	Value
N	88
Mean	0.0000000
Std. Deviation	13.98018993
Most Extreme Differences – Absolute	0.071
Most Extreme Differences – Positive	0.061
Most Extreme Differences – Negative	-0.071
Kolmogorov–Smirnov Test Statistic	0.071
Asymp. Sig. (2-tailed)	0.200

Table 5. Homogeneity Test Results

Test Type	Sig. Value	Interpretation
Homogeneity Test	0.690	Homogeneous

Table 6. Linearity Test Results

Relationship Tested	Sig. Value	Interpretation
Workload $\rightarrow$ Burnout	0.492	Linear

3.1.4. Hypothesis Test

A simple linear regression analysis was conducted to examine the effect of workload (independent variable) on burnout (dependent variable) among employees at The Balcone Suites and Resort Bukittinggi. The analysis was performed using SPSS version 25.0, and the results were evaluated through the F-test, regression coefficients, and coefficient of determination (R^2) [24]. The F-test (Table 7) yielded an F-value of 44.339 with a significance level of 0.000 (< 0.05), indicating that the model fits the data well. The regression coefficients (Table 8) show a constant value of 14.677 and a slope coefficient of 1.055 ($p = 0.000 < 0.05$), meaning that each one-unit increase in workload is associated with a 1.055-unit increase in burnout, and this effect is statistically significant [25]. The coefficient of determination (Table 9) reveals an Adjusted R^2 value of 0.340, suggesting that workload explains 34.0% of the variance in burnout, while the remaining 66.0% is influenced by other factors not examined in this study.

Table 7. F-Test Results

Model	FF-value	Sig. Value	Interpretation
Regression	44.339	0.000	Significant

Table 8. Regression Coefficient Results

Variable	Coefficient (B)	Sig. Value	Interpretation
Constant	14.677	0.000	Baseline burnout level
Workload (X)	1.055	0.000	Positive and significant effect on burnout

Table 9. Coefficient of Determination (R^2)

Model	Adjusted R^2	Interpretation
Regression	0.340	34% variance explained by X

3.2. Discussion

The findings of this study indicate that workload among employees at The Balcone Suites and Resort Bukittinggi falls into the “high” category, as reflected in the mean score and the total cumulative response (TCR) value of 74.88. This aligns with the characteristics of the hospitality industry, where operational demands often require employees to work long hours, manage multiple tasks, and maintain service quality under pressure [26]. High workload has been widely recognized as a potential antecedent of occupational stress, which, if unmanaged, can contribute to burnout by impairing physical stamina, emotional stability, and cognitive functioning [27]. The results of this study support the findings of Irawati and Carrollina [28], who reported that excessive workload can negatively impact employee performance by reducing concentration, increasing fatigue, and lowering motivation. Similarly, Nurhasanah et al. [29] emphasized that workloads disproportionate to employees’ capacities not only threaten physical health but also hinder productivity and service quality in labor-intensive industries such as hospitality.

Burnout levels in this study were found to be in the “moderate” category, with a TCR score of 59.94, indicating that while symptoms of physical, emotional, and mental exhaustion were present, they had not yet reached chronic or severe levels. The highest reported symptom was physical fatigue, followed by emotional and mental exhaustion. This progression aligns with the theoretical framework proposed by Maslach and Leiter [30], which posits that burnout develops gradually, starting with physical fatigue, followed by emotional exhaustion, and eventually manifesting as a reduced sense of personal accomplishment. These findings are consistent with Atmaja and Suana [31], who identified physical fatigue as the most prominent burnout dimension in service-based industries. Furthermore, Suharsono et al. [32] highlighted that burnout can have multi-level impacts, from individual consequences such as depression and health issues to organizational effects such as increased turnover intentions and diminished service quality.

The significant positive relationship between workload and burnout found in this study confirms that higher workloads correspond with increased burnout levels, echoing the conclusions of Almakhi [33] and Santoso et al. [34]. Specifically, the regression analysis revealed that each one-unit increase in workload corresponds to a 1.055-unit increase in burnout, explaining 34% of burnout variance. This suggests that factors such as tight deadlines, elevated service expectations, and extended working hours are substantial contributors to employee exhaustion. As hospitality operations often involve unpredictable demand fluctuations, management must prioritize workload distribution strategies, such as implementing flexible scheduling, providing adequate staffing during peak periods, and introducing stress management programs, to sustain employee well-being and maintain service quality.

4. CONCLUSION

This study concludes that workload among employees at The Balcone Suites and Resort Bukittinggi is categorized as high, with a Total Cumulative Response (TCR) score of 74.88, indicating substantial operational demands and time pressures in daily tasks. Burnout levels were found to be moderate, with a TCR score of 59.94, characterized predominantly by physical fatigue, followed by emotional and mental exhaustion. The results of the simple linear regression analysis demonstrate that workload has a significant positive effect on burnout, with an Adjusted R^2 value of 0.340, suggesting that 34% of burnout variance is explained by workload, while the remaining 66% is attributable to other unexamined factors [35]. These findings highlight the critical need for hotel management to implement effective workload management strategies, such as optimizing staff allocation, balancing task distribution, and providing training in stress management techniques, to reduce burnout risks and maintain employee performance. Furthermore, future research should explore additional variables—such as job satisfaction, leadership style, and organizational support—that may mediate or moderate the relationship between workload and burnout, thereby providing a more comprehensive understanding of employee well-being in the hospitality industry.

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