



# The Moderating Effect of Job Role and Mediating Effect of Burnout on the Influence of Perceived Job Risk on Hotel Workers' Turnover Intention in Organizational Management in Thailand

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## Abstract

Perceived job risk is a significant current issue and its consequences on hotel workers' burnout and their intention to leave the jobs must be considered. Yet, there have been few studies intended to observe the influences of perceived risk in the context of management within the workplace. Thus, this research intends to fill this research gap in the academic knowledge and present useful discussions of the related implications based on the findings which will help hotel businesses and human resources develop more efficient risk management for hotel workers. To further understand employees' turnover intention, especially that which arises from organizational management risk, this quantitative research aimed to examine the influence of perceived job risk on turnover intention, the moderating effect of job role, and the mediating effect of burnout. Multi-stage sampling was employed to collect data from 400 three- and four-star hotel workers using in-person questionnaires. Partial Least Squares Structural Modeling (PLS-SEM) was used to test the statistical models. The influence of perceived job risk arising from organizational management on hotel workers' burnout and turnover intention was statistically examined. The findings revealed that workers' burnout played a partial mediating role within the constructs. In addition, an employee's job role had a moderating effect on the relationships between perceived job risk and the turnover intention in the hotel industry context. In terms of implications, our findings would suggest that hotel businesses and human resource management should develop more efficient risk management to reduce the level of risk arising from organizational management to prevent hotel workers' burnout and turnover intention.

**Keywords:** Perceived Job Risk, Organizational Management, Burnout, Turnover Intention, Hotel Worker

## Introduction

The hospitality industry has been a key economic driver in Thailand for a long period and created employment opportunities and revenue for thousands of people across sectors ranging from accommodation, food and beverage, travels, to other relevant businesses. In general, each company experiences an average employee turnover rate of about 18%, of which 13% of these employees choose to voluntarily resign (Pantumit, 2022). This employee turnover leads to latent losses for the company and also causes an increase in expenses related to human resources work. Reasons for employees in the hospitality industry leaving their jobs arise from several obvious factors, such as poor compensation, job stress, workload, organizational culture, unsafe workplaces, and job risk. In particular, hotel businesses have faced severe impacts from these problems which have directly influenced customers' experiences and satisfaction, as well as business operations due to human capital shortages and managing seasonal staff volume. Consequently, not only do hotel businesses have to handle their contractual obligations with employees, they need to cope with the challenges within their organizational management and to pay serious attention to employee requests, especially in the context of their employees' well-being and work life balance.

Although organizational management is mainly related to the management level, it could potentially influence all of an organization's employees. Several issues originating at the management level may occasionally lead to painful working conditions for employees. For example, excessively long working hours, the political culture in



the organization, unjust actions of supervisors, and unpredictable shift systems (Lee et al., 2023). One crucial work element for hotel workers that could potentially be a factor regarding career considerations is perceived risk related to the workplace. Prior research has shown that perceived risk of hotel workers could be often recognized in the form of inappropriate behavior from co-workers or customers and dangers from tools and equipment used to do their work (Xie et al., 2020). In practical terms, hotel workers have perceived risks from their hotel jobs which the risks influence the emotional behavior of workers, as well. Therefore, it is essential to examine perceived job risk in the context of the hotel sector it is essential to helping hotel businesses and human resource departments to understand and encourage their employees in order to reduce turnover intention.

In Thailand's context, hotel workers face job risks that arise from several origins. One of these origins is the post-pandemic changes faced in the workplace. After the COVID-19 pandemic crisis, Phuket and Phetchaburi Provinces were ranked in the top ten provinces which have a high proportion of revenue from foreign tourists visiting from January to July 2022 (Bnomics, 2022). Due to this rapid recovery of hotel businesses, they have seen enormously increased in the number of tourists till the volume is similar to the conditions before the COVID-19 outbreak (Thotongkam et al., 2023), which has led to the hotel businesses facing a serious labor shortage problem. As the result of the labor shortage problem, current hotel workers have been required to take on harder work, longer working hours, and more diverse duties (Eason & Weerakit, 2023). To maintain consistent service and cope with the changes that have been occurring, human resource management has been compelled to mainly focus on the recruitment of potential workers, seeking knowledgeable and capable candidates who can help achieve organizational goals, and on retaining their current workers in order to further enhance its competitiveness. When employees in the hotel business perceive an increase in risks from their work, both either internal or external environments, it causes many hotel businesses to face with higher employee turnover rates, lower employee satisfaction, and, eventually, results in lower than expected performance (Chen et al., 2019). In addition, increases in perceived job risk also has a negative impact on an organization's social image, which, in turn, has an impact on recruiting new employees (Xie et al., 2020). This challenge has a significant impact, especially in the 3-4 star hotel business group, which has a higher employee turnover rate and larger number of employees transitioning to 5-star hotels and chain hotels (Ahmad et al., 2021). Moreover, several managerial aspects of the 3-4 star hotel business are possibly lower when compared to the 5-star hotel, such as working capital, number of room reservation, human resources, technologies, and competitiveness. Thus, retaining qualified employees who will be the potential driver of hotel business is needed and, to achieve this, they must clearly understand their employees' working conditions and their influence on turnover intention regard to the contexts of perceived risk in organizational management, burnout, and job role.

Even though the factors affecting employees' turnover intention have been extensively studied in previous hospitality research, there are still relatively few studies on the issue of perceived job risk in the hotel industry, especially related to risk in organizational management. Thus, the objective of this research was to 1) examine the influence of perceived risk in organizational management on hotel workers' turnover intention, 2) investigate the mediating effect of employee burnout on the influence of perceived risk in organizational management on hotel workers' turnover intention, and 3) investigate the moderating effect of job role regarding front-office and back-office hotel workers. Understanding the influences of working conditions on the turnover intentions of their employees who have not submitted an actual resignation yet will benefit hotel businesses and human resources by helping them determine what managerial procedures to institute that will provide both employers and employees with



a win-win outcome. In terms of research contributions, this study will provide managerial and practical implications for hotel businesses and human resource departments which will help to fill the existing research gap regarding which aspects of perceived risk and burnout are associated with increases in an employee's intention to leave.

## Literature Review

### The Influence of Perceived Job Risk (Organizational Management) on Turnover Intention

In the concepts of the social exchange theory, employee's behaviors in the workplace can be explained by the causes of those behaviors (Homans, 1958). The causes of employee's behavior arise from several factors that generate influence both directly and indirectly, such as personal reasons, coworkers, supervisors, job descriptions, and organizational culture, as well as organizational management. One of various causes of an employee's behavior is their perceived risk in the workplace where employees spend many hours each day. Perceived risk is the individual's evaluated judgment in relation to probability of personal harm from risk events (Reisinger & Mavondo, 2005), such as work-overload (Naru & Rehman, 2020) and work-family conflicts (Yildiz et al., 2021). In terms of hotel business, recognizing individuals' perceived risk regarding the workplace is important because it is a key element that directly affects employees who mainly play roles related to serving and interacting with the guests of the hotel. In the context of this study, the cause of employees' behavior in the hotel workplace is focused on the perceived job risk related to the organizational management of the hotel employer, because it is the core function directly linked with the employees' daily operations in the workplace.

Turnover intention refers to the employee's intention to leave the current job or change their job given an opportunity (Varghese & Kumar, 2019). However, the intention to leave can be divided into two categories, specifically voluntary turnover, where the decision is made by the employee, and involuntary turnover, where the decision is made by the employer (AlBattat & Som, 2013). In previous studies, the turnover intentions of hospitality employees are influenced by perceived risk related to job instability and infectious risk (Chen et al., 2022). In this study, the researchers have focused on perceived job risk regarding organizational management, which is proposed as a predictor of hotel employees' turnover intention because, when employees perceived undesirable organizational events from the management of their hotel workplaces, it leads to an increase in the turnover intention of hotel employees based on social exchange theory's explanation of employee behavior. This study has adopted a number of examples of organizational management risks that arise from different events in this study from the previous study by Xie et al. (2020), such as lack of safety protection, lack of safety training, lack of warning, lack of an emergency plan, insufficient daily management, and inadequate emergency response capabilities. Considering these contributions of perceived job risk to turnover intention, the following hypothesis is presented:

**H<sub>1</sub>:** Increases in perceived job risk (organizational management) will increase the turnover intention of hotel workers.

### The Mediating Effect of Employee Burnout

Employee burnout refers to workplace conditions resulting from exposure to stressful situations at work that accumulate to the point of causing physical, mental, and emotional exhaustion (Salama et al., 2022). It arises when the perceived risk in workplaces becomes harmful to employees, affects their physical and/or emotional well-being, and eventually results in negative outcomes related to issues such as job satisfaction, work engagement, job performance, and turnover intention. From the hotel sector perspective, employee burnout is a syndrome caused

from interactions with various customers, environments, and responsibilities. Additionally, workplace incivility, such as acting rude or being discourteous, has been determined to be positively associated with employee burnout (Rahim & Cosby, 2016). Thus, we propose to also examine the effect of perceived risk in the workplace on employee burnout in this study, especially in terms of job risk arising from organizational management. Furthermore, adverse outcomes related to mental health are also caused from the burnout of employees, including depressive disorder, poor sleep, and poor health. According to previous studies, employee burnout has been associated with their intentions to leave the organization (Rahim & Cosby, 2016).

The mediating role of employee burnout has been studied as a mediator of turnover intention in many previous studies. Not only does burnout directly influence an employees' turnover intention, it also indirectly influences increases in turnover intention, as well. Burnout increases when workloads are excessive and the employee feels work pressure, which in turn, is one of the factors causing increased turnover intentions. Moreover, in the context of hotel business, a positive association exists among work stress, job burnout, and employee turnover intention among hotel room service workers where job stress led to increased employee burnout, which, in turn, affected their turnover intentions (Chiang & Liu, 2017). The mediating role of burnout has been confirmed the interconnections among turnover intention, burnout, and perception of role stress of the culinary employees in a deluxe hotel by a study which revealed that, the greater level of burnout caused from perceived stress in role, the more likely an employee was to leave their job (Jung et al., 2012). Thus, this study proposes to investigate the direct influence of employee burnout on turnover intention among hotel employees who have a high level of burnout which may lead to increased turnover intention. Additionally, we also propose to investigate the indirect effect of burnout as a mediator of turnover intention which is sequentially affected by the perceived job risk related to the organizational management of hotel employees. Considering these concepts, and all the related empirical evidence, the following hypotheses are presented:

**H<sub>2A</sub>:** Increases in perceived job risk (organizational management) will increase the burnout of hotel workers.

**H<sub>2B</sub>:** Increases in burnout will increase the turnover intention of hotel workers.

**H<sub>2C</sub>:** Employee burnout mediates a positive relationship between perceived job risk (organizational management) and the turnover intention of hotel workers.

#### **The Moderating Effect of Hotel Employee's Job Role**

In the hotel contexts, job roles have been widely considered because they present denotable differences between front-office and back-office workers (Othman & Syed Muhsin, 2020; Sun & Wang, 2024). Front-office workers, such as reception, front cashier, and concierge personnel, are the first interactor between the hotel business and their guests. Whereas, back-office workers, such as reservation takers, switchboard operators, human resources personnel, accounting personnel, and maintenance technicians, perform support operations and carried out away from the guests (Thaothampitak & Wongsuwatt, 2019). The differentiation between front-office and back-office workers' job roles in this study was proposed to emphasize the differences of these two groups of hotel employees to allow the researchers to examine the moderating effect of their job roles on the relationships between perceived job risk, burnout, and turnover intention.

The previous study of Thaothampitak and Wongsuwatt (2019) explored the moderating effects of the work roles of front-office and back-office staff in chain hotels in Thailand, which revealed that the two groups had different outcomes regarding perceived risk and the firm's profitability, growth, and market value. Thus, in the contexts of this study, an employee's job role is supposed to have a moderating effect on the relationships among



the perceived job risk, burnout, and turnover intention of hotel employees. Based on these concepts, the following hypotheses are presented:

**H<sub>3A</sub>**: Differences between front-office and back-office employee's job roles moderate the relationships between perceived job risk (organizational management) and the turnover intention of hotel workers.

**H<sub>3B</sub>**: Differences between front-office and back-office employee's job roles moderate the relationships between perceived job risk (organizational management) and the burnout of hotel workers.

**H<sub>3C</sub>**: Differences between front-office and back-office employee's job roles moderate the relationships between the burnout and the turnover intention of hotel workers.

The conceptual model for the study is presented in Figure 1.

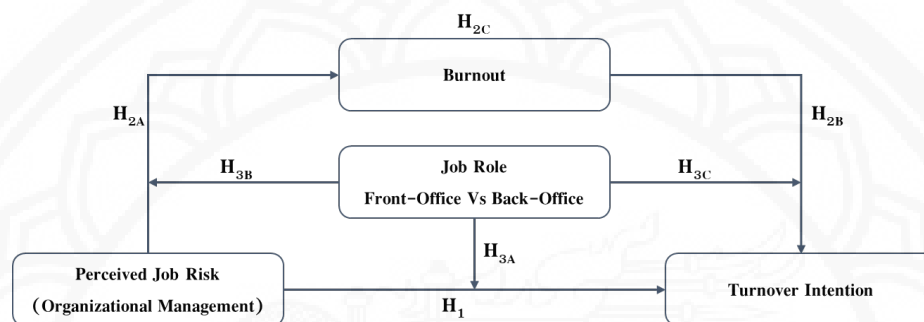


Figure 1 Conceptual Model.

## Methodology

### Sample Selection and Data Collection Procedures

The data were acquired from employees of hotel businesses based in Thailand's Phuket and Phetchaburi Provinces based on the following criteria: 1) being an employee of a three- or four-star hotel who was 18 years of age or older, 2) working in Phuket or Phetchaburi Provinces, 3) having complete consciousness and able to convey meaning clearly, and 4) who was willing to participate in answering the questionnaire voluntarily. Due to the exact number of hotel employees in each province being unknown, the sample size was calculated by using Cochran's formula to achieve a 95 percent confidence level (Cochran, 1953) resulting in a required minimum sample size of 384 participants from both provinces combined. Therefore, it was determined to recruit four-hundred participants using quota sampling with an equal proportion from each area (50:50). Thus, 200 participants were recruited from Phuket and 200 participants from Phetchaburi. In addition, the data analysis was performed using PLS-SEM analysis which requires a minimum threshold sample number of 100 participants. The total sample size in this study of 400 participants was concluded to be acceptable because it exceeds the minimum threshold (Reinartz et al., 2009). Multi stage sampling technique was used to recruit the participants to cover all criteria in this study by 1) using quota sampling to separate samples into two groups of participants in the same proportion, 2) using a computer program to randomly select only 3 or 4 start hotels from an available list of hotels in Phuket (5,959 hotels) and Phetchaburi provinces (498 hotels), 3) contacting and sending consent letters to the human resource departments of the selected hotels to allow the collection of data from their employees, 4) visiting the hotels that accepted our request and provided a consent letter to allow the researchers to distribute the questionnaires, and 5) distributing each set of questionnaires, including a document envelope for the employee to seal the completed the questionnaire in when the questionnaires were distributed by the hotel's human resource department.





Before collecting the data, the plan and questionnaire for this research was granted ethics approval (No. PSU IRB 2023-LL-CM 005) (Internal) from the center for social and behavioral sciences institutional review board. After receiving approval, questionnaires were distributed between the months of June and August in 2023. The researchers contacted the human resource department directors of the hotels and requested them to facilitate access to their employees and to allow us to collect data. Before filling out the data collection questionnaire, the participants were requested to sign the consent form stating that the participants understood the relevant information and were made fully aware of their right to withdraw at any time without having to provide any justification. After signing the consent forms, the participants were requested to complete and return their questionnaires in a sealed envelope directly to either their human resource departments or the researchers. Twenty-six three- and four- star hotels representing all the districts in Phuket province were randomly contacted and asked to participate and 19 of those hotels accepted the invitation, yielding a 73.08% response rate. Following acceptance of the invitation to participate, 194 questionnaires were distributed by the HR departments and 95 questionnaires were distributed by the researchers in Phuket province. Out of the total of 289 questionnaires distributed, 204 completed questionnaires were returned, for a 70.59% response rate, and 200 were randomly selected for evaluation. With regard to Phetchaburi province, twenty-eight three- or four-star hotels were randomly contacted representing all districts and 22 of those hotels accepted the invitation, yielding a 78.57% response rate. Following the acceptance of our request, 218 questionnaires were distributed by HR departments and 62 questionnaires were distributed by the researchers in Phetchaburi province. Out of the 270 questionnaires distributed, 214 completed questionnaires were returned, for a 79.26% response rate, and 200 were randomly selected for evaluation. At the end of the data collection period, a total of 400 fully completed surveys were selected, which is presented the demographic profile in Table 1.

**Table 1** Demographic Characteristics of the Sample (n = 400)

Demographic Factors	Items	n	%
Gender	Male	135	33.7
	Female	265	66.3
Age	Average (Years)	36.47	
Hotel Work Experience	Average (Years)	9.77	
Educational Level	Below Bachelor' Degree	163	40.8
	Bachelor' Degree	227	56.7
	Above Bachelor' Degree	10	2.5
Job Role	Front Office	170	42.5
	Back Office	230	57.5
Workplace Location	Phuket	200	50.0
	Phetchaburi	200	50.0
Total		400	100.0

### Measures

Turnover intention was measured using five items adapted from previous studies (Koo et al., 2020) where participants were asked to indicate the extent to which they intended to leave their current hotels on a five-point Likert scale, ranging from 1 (least intention to leave) to 5 (most intention to leave). Sample questions included: *"I want to leave my workplace for other hotels"* and *"I'm planning to leave my current job"*.



Perceived job risk (Organizational Management) was assessed using scales adapted from Xie et al. (2020). Each scale contained five items which participants were asked to indicate their perceptions regarding risk from organizational management. All items were measured using a five-point Likert scale ranging from 1 (least perceived job risk from organizational management) to 5 (most perceived job risk from organizational management). Examples of the items include: *“The hotel lacks practical contingency plans”* and *“I am worried about the hotel’s emergency response capabilities”*.

Burnout was measured to indicate the participants’ workplace conditions resulting from exposure to burnout using a five-point Likert scale, ranging from 1 (least burnout condition at work) to 5 (most burnout condition at work). This scale consisted of five items adapted from previous studies (Koo et al., 2020). Examples of the items include: *“I feel emotionally exhausted because of work”* and *“I worry that my current work is emotionally difficult”*. In terms of burnout, this variable was examined as the mediator of the relationship between perceived job risk and turnover intention.

Job role was measured using a dummy variable to distinguish between 1) front-office employees, and 2) back-office employees to indicate the role the hotel employees played in their jobs and was adapted from previous studies (Thaothampitak & Wongsuwatt, 2019). Job role was investigated as the moderator of the relationships among perceived job risk, burnout, and turnover intention.

#### **Data Analysis Methods**

According to the conceptual model, perceived job risk from organizational management was the independent variable, while burnout was the mediator between the influences of perceived job risk and turnover intention. Additionally, employees’ job role was the moderator that might affect the relationships among perceived job risk, burnout, and turnover intention. Thus, to complete all research objectives, the SmartPLS algorithm for Partial Least Squares Structural Modeling (PLS-SEM) was appropriate for analyzing the data in this study because it comprised of various statistical tools that covered the techniques required to analyze the data. For example, PLS-SEM was used for analyzing the factor loading, path analysis, composite reliability, and regression analysis (Suthatorn & Charoensukmongkol, 2023). In addition, it helps in reducing bias from estimations when the researchers need to estimate statistical models with non-normal data and in models with mediating and moderating variables (Hair et al., 2017).

To test the quality of the primary data collected from the hotel employees, the internal consistency of the study must be evaluated before assessing the structural model. The first round of checking examined the data’s convergent validity, discriminant validity, and multicollinearity. We found a problem with the quality of the data regarding multicollinearity, which revealed that some of the items, namely PJR\_MGT\_2 (VIF = 5.023) and TOV\_INT\_3 (VIF = 5.267), had Variance Inflation Factor (VIF) values that exceeded the threshold of 3.3 (Petter et al., 2007). This result indicated that they were high-level correlations with each other which led the researchers to decide to exclude those items from the model. After adjusting items in the model, the researchers began the second evaluation of the quality of the data. First, in respect to the convergent validity analysis, we examined the factor loadings to measure the internal consistency of this study for all the indicators to ensure that they met the threshold of 0.7 (Hair et al., 2021). The findings determined that all the indicators had factor loading values between 0.816–0.921, which were greater than the 0.70 minimum threshold. Second, Cronbach’s alpha coefficient was used to measure the reliability, with a threshold of 0.70 set as the minimum requirement (Nunnally, 1975). The findings revealed the alpha values for all variables exceeded the threshold of 0.70. Thus, the model’s reliability

was confirmed. Third, the Composite Reliability (CR) and Average Variance Extracted (AVE) values were checked to ensure that they reached a significance level of 0.70 and 0.50, respectively, based on the threshold of convergent validity (Hair et al., 2010). The results revealed that the CR and AVE values of all variables ranged between 0.902–0.936 and 0.730–0.786, respectively, meaning that they all achieved an acceptable level based on the threshold. Then, to test the discriminant validity of the constructs, which should be differentiated and uncorrelated, we assessed their Maximum Shared Variance (MSV) and Average Shared Squared Variance (ASV) values. The findings revealed that the MSV and ASV values in this study were lower than the AVE value for all variables the level was acceptable based on the aforementioned thresholds (Fornell & Larcker, 1981). Finally, multicollinearity was reanalyzed to ensure all VIF ranges were between 2.115 and 3.175 to ensure there were no high-level correlations and the expected values did not exceed 3.3 (Petter et al., 2007). Therefore, the model's convergent validity, reliability, discriminant validity, and multicollinearity were confirmed, as presented in Table 2.

Even though the discriminant validity was confirmed using MSV and ASV values, it also was confirmed using the Fornell–Larcker criterion which states that the square root of each latent variable's AVE should exceed the correlations they were involved with (Fornell & Larcker, 1981), as presented in Table 3. Additionally, the cross-loading values of the constructs was examined, which revealed a suitable level of discriminant validity with all items having loadings were high on their respective variables. Regarding the results in Table 4, the Heterotrait–Monotrait Ratio (HTMT), which requires that the 0.90 HTMT threshold is not exceeded, was also employed to ensure discriminant validity (Henseler et al., 2015). The results revealed that the discriminant validity of this study was acceptable, as all scores were below the HTMT criterion of 0.90.

**Table 2** Convergent Validity

Items	Loading	VIF	CA	CR (rho_a)	CR (rho_c)	AVE	MSV	ASV
<b>Perceived Job Risk (Management)</b>			<b>0.909</b>	<b>0.910</b>	<b>0.936</b>	<b>0.786</b>	<b>0.242</b>	<b>0.234</b>
PJR_MGT_1	0.896	2.816						
PJR_MGT_3	0.908	3.175						
PJR_MGT_4	0.862	2.421						
PJR_MGT_5	0.858	2.714						
<b>Turnover Intention</b>			<b>0.897</b>	<b>0.902</b>	<b>0.928</b>	<b>0.763</b>	<b>0.475</b>	<b>0.358</b>
TOV_INT_1	0.865	2.564						
TOV_INT_2	0.847	2.284						
TOV_INT_4	0.921	3.043						
TOV_INT_5	0.832	2.404						
<b>Burnout</b>			<b>0.907</b>	<b>0.908</b>	<b>0.931</b>	<b>0.730</b>	<b>0.475</b>	<b>0.350</b>
BU_OUT_1	0.842	2.941						
BU_OUT_2	0.900	2.801						
BU_OUT_3	0.816	2.115						
BU_OUT_4	0.834	2.386						
BU_OUT_5	0.876	2.766						

**Abbreviations:** CA = Cronbach's Alpha; CR = Composite Reliability; AVE = Average Variance Extracted; MSV = Maximum Shared Variance; ASV = Average Shared Squared Variance



**Table 3** Discriminant Validity (Fornell-Larcker Criterion)

Variables	Perceived Job Risk	Turnover Intention	Burnout
Perceived Job Risk	0.887		
Turnover Intention	0.492	0.874	
Burnout	0.475	0.689	0.854

**Notes:** The value on the top in each column shows the square root of the AVE.

**Table 4** Heterotrait-Monotrait Ratio (HTMT)

Variables	Perceived Job Risk	Turnover Intention	Burnout
Perceived Job Risk	–		
Turnover Intention	0.545	–	
Burnout	0.523	0.760	–

## Results

### Hypotheses Testing Results

Table 5 and Figure 2 reported the results from the PLS-SEM estimation. The PLS-SEM algorithm was used to calculate the factor scores of the latent variables as an exact linear combination of the predictor scores. Regarding hypothesis 1, which suggested that increases in perceived job risk (organizational Management) of hotel employees will increase their turnover intention, the results from the model assessment showed that perceived job risk positively influenced turnover intention ( $\beta = 0.493$ ;  $p < 0.001$ ). This means when hotel workers perceive more risk arising from organizational management in their workplace, it increases their intention to leave their jobs. This model had predictive relevance at the moderate level based on the  $Q^2$  value, where  $Q^2$  values of 0.02, 0.15, and 0.35 indicate weak, moderate, and strong degrees of predictive relevance of each effect, respectively (Hair et al., 2013). In addition, the  $H_1$  model's  $f^2$  effect size showed a medium impact on perceived job risk in the structural model, based on  $f^2$  threshold values for small, medium, and high levels of 0.02, 0.15, and 0.35, respectively (Cohen, 1988). Thus,  $H_1$  was statistically supported.

Moving on to hypothesis 2, which suggested that hotel workers' burnout would mediate the influence of perceived job risk (Organizational Management) on turnover intention, this model consisted of three sub-hypotheses namely  $H_{2A}$ ,  $H_{2B}$ , and  $H_{2C}$  to test the mediating effect of hotel workers' burnout. Firstly, estimating the relationship between the hotel workers' perceived job risk and their burnout proposed in  $H_{2A}$  revealed that perceived job risk positively influenced burnout ( $\beta = 0.548$ ;  $p < 0.001$ ). This means when hotel workers perceive more risk arising from organizational management in their workplace, it increases their burnout. This model's effect size had predictive relevance at the moderate level and had a medium impact of the perceived job risk in the structural model. Thus,  $H_{2A}$  was supported. Secondly, in respect to  $H_{2B}$ , which suggested that the hotel workers' burnout would increase their turnover intention, the results showed that burnout and turnover intention were positively associated ( $\beta = 0.521$ ;  $p < 0.001$ ). This means that when hotel workers experience more burnout in the workplace, it increases their intention to leave their jobs. This model's effect size had predictive relevance at the moderate level and had a medium impact on burnout in the structural model. Thus,  $H_{2B}$  was supported. Finally, regarding  $H_{2C}$ , which suggested that hotel workers' burnout would mediate the influence of perceived job risk (Organizational Management) on turnover intention, the results revealed that burnout had a significant mediating effect on the positive influence of the hotel workers' perceived job risk (Organizational Management) on their turnover intention ( $\beta = 0.286$ ;  $p < 0.001$ ). Additionally, perceived job risk exerted a significant indirect

effect on the hotel workers' turnover intention ( $\beta = 0.286$ ;  $p < 0.001$ ). Thus, it can be concluded that burnout partially mediates the influence of perceived job risk on turnover intention. Additionally, it was revealed that perceived job risk had a positive direct effect on turnover intention in same direction as the indirect effect between perceived job risk and turnover intention. Therefore, it can be concluded that burnout plays a role as a complementary mediator on the positive influence of perceived job risk on hotel workers' turnover intention. This insinuates that hotel workers who perceive more risk arising from organizational management are more likely to experience more burnout at the workplace. Subsequently, hotel workers' burnout in the workplace is likely to lead to increase their intention to leave their current job. Therefore,  $H_{2C}$  was also supported.

Regarding Hypothesis 3, which suggested that hotel workers' job role (e.g., front office or back office staff) would moderate the relationships among perceived job risk, burnout, and turnover intention, which separated into three sub-hypotheses, namely  $H_{3A}$ ,  $H_{3B}$ , and  $H_{3C}$ . First, in respect to  $H_{3A}$  which suggested that hotel workers' job roles would moderate the positive influence of perceived job risk on turnover intention, the results revealed that the beta coefficient of the interaction demonstrated a negative sign ( $\beta = -0.235$ ;  $p < 0.01$ ), which was statistically significant. This implies that the positive influence of perceived job risk on turnover intention is stronger for hotel workers in front-office roles than those in back-office roles, as shown in Figure 3 which presents the interaction effect. In other words, when hotel workers who work in front-office roles perceive more risk arising from organizational management, it leads to more turnover intention than among employees performing back-office roles. This model's effect size indicated a small impact of the moderating role on the structural model. Thus,  $H_{3A}$  was also supported. Regarding  $H_{3B}$ , which suggested that hotel workers' job roles would moderate the positive influence of perceived job risk on burnout, the results revealed that the beta coefficient of the interaction demonstrated a negative sign ( $\beta = -0.126$ ;  $p > 0.05$ ), but it was not statistically significant. Therefore,  $H_{3B}$  was not statistically supported. Regarding  $H_{3C}$ , which proposed that hotel workers' job roles would moderate the positive influence of burnout on turnover intention, the results revealed that the beta coefficient of the interaction demonstrated a positive sign ( $\beta = 0.094$ ;  $p > 0.05$ ), but it was not statistically significant. Therefore,  $H_{3C}$  was not statistically supported.

**Table 5** Path Coefficients and Hypothesis Testing

No	Hypothesis	Coefficient	Std Error	t-value	R <sup>2</sup>	f <sup>2</sup>	Q <sup>2</sup>	Confidence Interval		Decision
								(Bias-Corrected)		
								LL	UL	
n = 400										
Direct effect without including mediator and moderator variables in the model										
H1	PJR > TI	0.493	0.038	13.063***	.243	.321	0.238	0.423	0.548	Supported
Indirect effect with including mediator and moderator variables in the model										
	PJR > TI	0.286	0.051	5.617***				0.209	0.379	Supported
Total effect with including mediator and moderator variables in the model										
H2A	PJR > BU	0.548	0.074	7.388***	.234	.156	0.211	0.419	0.663	Supported
	JOB_R > BU	-.133	0.089	1.490		.006		-0.281	0.011	Rejected
H2B	BU > TI	0.521	0.070	7.424***		.199		0.405	0.635	Supported
	PJR > TI	0.645	0.068	9.466***	.528	.081	0.244	0.523	0.750	Supported
	JOB_R > TI	-.247	0.085	2.906**		.016		-0.389	-0.113	Supported



Table 5 (Cont.)

No	Hypothesis	Coefficient	Std Error	t-value	R <sup>2</sup>	f <sup>2</sup>	Q <sup>2</sup>	Confidence Interval		Decision
								(Bias-Corrected)		
								LL	UL	
Mediating effect of Burnout										
H2C	PJR > BU > TI	0.286	0.051	5.617***				0.209	0.379	Mediation
Moderating effect of Job Role (0 = Front-office, 1 = Back-office)										
H3A	JOB_R_X_P JR > TI	-.235	0.098	3.075**		.021		-0.451	-0.128	Moderation
H3B	JOB_R_X_P JR > BU	-.126	0.104	1.216		.005		-0.290	0.051	Rejected
H3C	JOB_R_X_B U > TI	0.094	0.090	1.039		.004		-0.052	0.243	Rejected

Notes: \*\*\* p ≤ .001; \*\* p ≤ .01; \* p ≤ .05

PJR = Perceived Job Risk (Organizational Management); TI = Turnover Intention; BU = Burnout; JOB\_R = Job Role

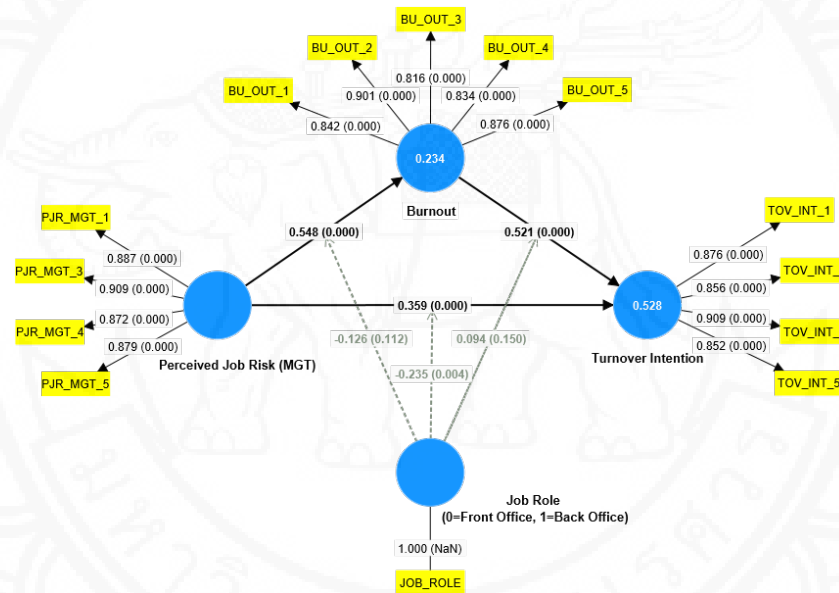


Figure 2 PLS-SEM Model.

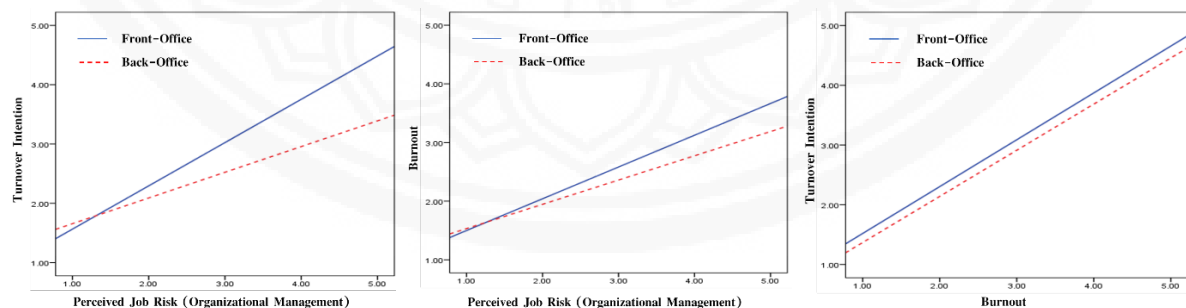


Figure 3 Moderating Effect of Job Role.

## Discussion and Conclusions

### Discussion of the Findings and Research Contributions

The results from this study provide specific contributions to research related to hotel workers' perceived job risk arising from organizational management, its consequences on hotel workers' burnout and turnover intention, and how to deal effectively with it. The survey of hotel workers in Thailand's Phuket and Phetchaburi Provinces, also provides additional evidence to existing research, which were mostly conducted in the contexts of other countries. In particular, the researchers found strong support that perceived job risk significantly increases employees' burnout and turnover intention. Perceived job risk, in turn, was hotel workers' perception of potential of unwanted events arising from organizational management within the hotel to which they would be exposed to at work. These results are in line with findings documented in previous studies (Suleiman & Svendsen, 2017). Firstly, the PLS-SEM analysis confirmed the increases in the turnover intention of hotel workers was influenced by their perceived job risk arising from organizational management. The findings suggested that when hotel workers perceive more job risk related to organizational management within the workplace, it increases those workers' intention to leave their current jobs. The main issues that caused the hotel workers to perceive risks related to management of the hotel were related to the feeling that the hotel did not have efficient management of warning systems, contingency plans, emergency response capabilities, emergency drills, and the ability to prevent work-related injuries. This result was in part consistent with the results from prior studies, which have mostly confirmed the positive effects of perceived risk on turnover intention in relation to other contexts, such as work environment, perceived job insecurity, and perceived infection risk (Abdou et al., 2022). However, there is little research, and therefore information, regarding this phenomenon in the context of perceived management risk context. Thus, this result provides novel evidence about the important effects on hotel workers' turnover intention caused by perceived job risk related to management within an organization.

Secondly, in respect to the mediating role of employees' burnout confirmed by the PLS-SEM analysis, the findings indicated that workers who perceived more risk related to organizational management within the hotels would be more likely to leave their jobs. Not only does their perceived risk from organizational management directly influence hotel workers' turnover intention, it also indirectly influences their burnout, as well. The result of this increased burnout in the workplace in turn impacts (increases) hotel workers' intention to leave their current jobs. This result seems to be consistent with the results from prior studies which have confirmed the mediating effects of burnout on employees' turnover intention (Koo et al., 2020; Salama et al., 2022; Wen et al., 2020). Additionally, the findings also confirmed the directly positive influence of burnout on hotel workers' turnover intention, which suggests that workers have a greater tendency to leave their jobs when they experience increased levels of burnout in the workplace. This is consistent with previous studies which have confirmed the positive effects of burnout on turnover intention, especially in hotel business contexts (Baquero, 2023; Koo et al., 2020).

Finally, the analysis found sufficient evidence to determine that a hotel workers' job role modifies the positive influence of perceived job risk on turnover intention. The results suggest that front office workers in the hotel had more intention to leave the current jobs than workers in back office roles when they perceived increased risk arising from organizational management within the hotels. The differences in the job roles and attributes of front office and back office workers in hotels are quite significant, especially in regard to the roles of front office workers who have more potential risks from their daily operations, such as consumer aggression, role conflict, role ambiguity, work overload, and level of service climate within the hotel (Raza et al., 2021; Wen et al., 2020). Moreover,



front office workers play crucial roles in hotels because they work directly with the customers and represent the organization. Thus, the turnover rate among front office workers was found to be higher than other groups of employees in the hotel (Nguyen et al., 2023). This is consistent with earlier studies that have confirmed stronger impacts by perceived risk on front office workers' performance in chain hotels (Thaothampitak & Wongsuwatt, 2019). However, the results were unable to confirm the moderating effects of job role on the relationship between perceived job risk and burnout or the relationship between burnout and turnover intention. The main reason neither of these relationships could be confirmed may be that when hotel workers experience burnout regardless of what job roles or duties they perform, there is no difference in the effect on their turnover intention. In summary, these findings are consistent with current situations after the COVID-19 crisis pandemics, especially in the contexts of the hotel sector. Hotel workers have more concerned in work condition and have more likely to leave their current hotel or job because of these risks and their consequences, such as job stress, burnout, emotional exhaustion, and work leisure conflict (Jung et al., 2023; Mensah et al., 2023).

#### **Recommendations for Management**

This study presents an effective and relevant exploration of hotel workers' perceived job risk that three- and four-star hotels can adopt within their organizations to reduce their employees' burnout and intention to leave the hotel, and help them to retain the talented employees working for the hotel. It is a given that employees' perceived job risk arising from organizational management is an important issue, as they are constantly concerned about issues such as work-related injuries and inadequate disaster contingency plans while performing their daily duties. Firstly, at the corporate level, organizational management risks should be examined to determine whether or not they pose as significant of a risk as is perceived by hotel workers and whether that perception can harm their daily operations in the workplace. This would include examining whether the current policies, procedures, and processes employed in operating their business represent those which indicate there is sufficient organizational management regarding warning systems, contingency plans, emergency response capabilities, emergency drills, and the ability to prevent work-related injuries to allay their workers concerns. Secondly, hotels should regularly practice putting their emergency response plans into action, as this will enable hotel employees understand them better and able to carry out the incident response procedures when a real situation arises. For example, it is especially important for all levels of the organization in hotels in Phuket and Phetchaburi Provinces, which are mostly located on or near the beach, to practice their response emergency plans for natural disasters like tsunami. Thirdly, human resources departments should pay special attention to employees with regard issues related to burnout by regularly surveying and collecting the perceived causes of burnout due to constant changes in circumstances, especially when there are changes from management within, or of, the organization. Fourthly, hotel workers who feel burned out should encouraged to improve work-life balance to prevent burnout condition and find time for professional growth, development, rest, and work recovery. Finally, to enhance the potential of a hotels' risk management program to mitigate the effect of perceived risk arising from management on their employees' turnover intention, enterprise risk management should be implemented, as it is a crucial tool for developing effective response plans to cope with risks related to organizational management and other factors which might affect hotels and their employees.

#### **Limitations and Recommendations for Future Research**

There are some limitations that may be considered as opportunities for future research. First, the sample consisted of only hotel workers from three- and four-star hotels, which means the results may not be generalizable to hotels with other star ratings within the study area. Second, cross-sectional surveys and self-assessments were





employed in this study which, consequently, might not truly reflect causal relationships between the study's constructs and might allow the introduction of some biases. Finally, while the influence of perceived job risk related to organizational management on turnover intention was examined in this study, it is likely that other risk factors, such as individual risk and external risk, could also influence burnout and turnover intention. Therefore, future studies should endeavor to investigate what other risk factors affect hotel workers' turnover intention and how they affect it.

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