

## Workload, Life Satisfaction and Intention to Leave in Hotel Businesses

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### Abstract

The aim of this study is to investigate the impact of life satisfaction and workload levels on the intention to leave among personnel working in accommodation establishments. The sample includes 225 employees working in Istanbul hotels that have a tourism management certificate. The study's results suggest that workload has a positive effect on turnover intention, while life satisfaction has a negative effect. Additionally, life satisfaction can mediate the interaction between workload and intention to leave. The study's results suggest that increasing employee life satisfaction levels can help reduce negative workplace experiences caused by workload and intention to leave. These negative experiences are a significant problem that can reduce productivity and customer satisfaction in accommodation businesses. The study expands on the literature on workload and intention to leave by empirically examining the role of life satisfaction in the field. Furthermore, the study offers important suggestions for effective and sustainable management practices in hotel and accommodation businesses.

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## INTRODUCTION

Many situations, such as the COVID-19 pandemic on a global scale and the economic instability experienced subsequently, have led accommodation businesses to review their activities and focus on the variables that affect their performance (Baquero, 2022). Success and high organizational performance in the hospitality industry are possible with the quality of the interaction between the employee and the customer and the dedication of the employee to their work (Robinson, Kralj, Solnet, Goh & Callan, 2014; Castro-Casal et al., 2019; Grobelna, 2021). As a strategic resource, talented employees in the hotel industry play a critical role in determining the success of the business (Nain, 2018). However, in addition to stress factors such as long working hours and high task interdependence in the hotel sector, low salaries, irregular work amounts, and low job security create significant pressure on employees in the accommodation sector (Chan et al., 2019; Haldorai et al., 2019; Sampson & Akyeampong, 2014; Oliver & Sard, 2021; Abbas, Malik & Sarwat, 2021). These pressures increase the burden on employees, who are expected to demonstrate high service quality and performance during tiring and long days. As a result, employees may look for an opportunity to leave their jobs. The accommodation and hotel industry has the highest turnover rate among sectors (Rehman & Mubashar, 2017; Akgunduz & Gürel, 2019; Park & Min, 2020).

In the accommodation sector, turnover intention can have many negative consequences for businesses, both directly and indirectly. When a qualified and experienced employee who has adapted to the business departs, their accumulated knowledge and organizational knowledge disappear. Additionally, training new employees and integrating them into the organizational environment becomes a laborious process (Robinson et al., 2014; Park & Min, 2020). Factors such as work-related stress can reduce employees' job commitment and attention, leading to behaviors that indicate an increased likelihood of leaving their job (Akgunduz & Eryilmaz, 2018; Guzeller & Celiker, 2020; Wahyono & Riyanto, 2020). It is evident that such practices will reduce the quality of customer-employee interaction and negatively impact business performance (Wynen, Van Dooren, Mattijs & Deschamps, 2019; Al-Suraihi, Samikon, Al-Suraihi & Ibrahim, 2021). Additionally, the increasing willingness of hotel employees to quit their jobs every year poses a significant threat to sustainable service quality (Demir, Çolakoğlu & Güzel, 2007; Park & Min, 2020).

Considering the shared characteristics of the hotel and accommodation industry, workload is an important variable that determines the intention to leave the job. This is especially true in an environment where employees are challenged, job demands are high, and job security and salaries are relatively low (Gibson & Konopaske, 2009; Jung, Yoon & Kim, 2012; Holland et al., 2019; Jufri, 2019; Lantican, 2021; Salama, Abdou, Mohamed & Shehata, 2022). Workload refers to the assignment of a number of tasks that require employees to use their physical and cognitive abilities at a significantly higher level (Tentama, Rahmawati & Muhopilah, 2019). Employees who experience this type of stress and anxiety (Xiaoming, Ma, Chang & Shieh, 2014) may consider quitting after a certain period of time to relieve this source of stress. According to the Conservation of Resources Theory (Hobfoll, 1989), since employees cannot develop new resources to replace those depleted due to workload, quitting the job is seen as a way to protect their existing resources and obtain new ones. In addition to leading employees to leave their jobs, excessive workload can have negative outcomes that affect both the individual and the organization. These outcomes include low commitment to employee well-being and the adoption of employee withdrawal strategies, such as presenteeism or absenteeism (Bowling & Kirkendall, 2012; Bowling, Alarcon, Bragg & Hartman, 2015). In addition to these findings,

it is important to consider the interaction mechanism between turnover intention and workload (Jung, Yoon & Kim, 2012; Suarhana & Riana, 2016; Erat, Kitapci & Çömez, 2017; Jung, Jung & Yoon, 2021)). In particular, hotel businesses, which already face difficulties with high competition and performance anxiety, should carefully consider these two concepts.

According to Work Institute's 2017 Retention Report, which studied 34,000 employees who left their workplaces, approximately 75% of those departures could have been prevented (Otto, 2017). Certain characteristic features in the work environment contribute to the intention to leave; however, measures can be taken to reduce or eliminate their effect. One such measure is improving life satisfaction, which encompasses not only job satisfaction, but also overall quality of life and satisfaction of the employee. Life satisfaction reflects an employee's overall well-being and their holistic physical and mental state towards life. Therefore, increasing life satisfaction can provide a significant strategic advantage for both employees and businesses, especially in reducing the effect of high workload on employee turnover in the characteristic business environment of the accommodation and hotel sector. In fact, increased job demands and daily workload often lead to low levels of life satisfaction among employees (De Cuyper & De Witte, 2006; Goh, Ilies & Wilson, 2015). Life satisfaction is an indicator of the sum of other components in employees' lives, including their positive attitude towards family, work, and life. It reflects a holistic situation, even if not all employee resources are individually good. High life satisfaction, with its primary and inclusive aspect, indicates that employees protect their resources at the right rate (Wright & Bonett, 2007; Akerele, Osamwonyi & Amah, 2007; Amah, 2009). Thus, negative interactions between workload and life satisfaction can be reduced by increasing life satisfaction in situations where increased workload cannot be compromised or prevented during certain work periods. From this perspective, supporting the needs and priorities of employees in a way that affects their lives outside of work can increase overall life satisfaction. This, in turn, can help prevent common and devastating issues in the hotel industry, such as turnover caused by workload. Studies have shown that life satisfaction, which reflects subjective well-being based on various life situations and resources, reduces employees' intention to leave (Wright & Bonnet, 2009; Amah, 2009; Yorgun, Yılmaz & Keser, 2009). In the hospitality and hotel industry, high job demands often lead to a heavy workload, which has both direct and indirect effects on employees. This is a major cause of turnover intentions globally (Deng, Cherian, Ahmad, Scholz & Samad, 2022). To mitigate this, it is important to maintain high levels of life satisfaction. Existing literature emphasizes the need to understand the negative relationship between workload and life satisfaction (Oron-Gilad, Szalma, Stafford & Hancock, 2008; Landolfi, Barattucci, De Rosa & Lo Presti, 2021). In this context, This study aims to address an important problem in the hotel sector by examining the mediating role of life satisfaction in the effect of workload on hotel employees' intention to leave. To achieve this goal, the literature on this topic is summarized and discussed. The study responds to calls in the literature for solutions to this problem. This study presents a detailed analysis of data obtained within the hotel business. The results expand the literature by shedding light on the intervariable mechanism. Furthermore, the suggestions and determinations proposed to address the issue of intention to leave, which is an important problem for hotel businesses, are evaluated to make significant contributions to managerial efficiency and sustainable customer satisfaction.

## Literature Review and Hypothesis Development

### Workload and Intention to Leave

In the hospitality industry, customer experience and service quality are crucial for organizational success and performance. Employees play a key role in achieving this (Boella & Goss-Turner, 2019). It is important to retain human resources as a successful strategic resource in the business environment to ensure sustainable quality service and customer satisfaction (Boella & Goss-Turner, 2019; Khassawneh, 2018; Baum, 2018). One of the significant challenges in the accommodation sector is employees' intention to leave (Park & Min, 2022). Intention to leave, or turnover intention, refers to an employee's intention to quit their job due to a stressful and negative experience in their current workplace. It indicates that the employee is aware of the possibility of leaving their job (Akgunduz & Eryılmaz, 2018). Being aware of and intending to leave the workplace are important antecedents and triggering behaviors for employees to leave (Steel & Ovalle, 1984). When a qualified employee who understands the organization's values leaves, it triggers many negative processes for both the employee and the accommodation business, directly or indirectly. Firstly, the employee becomes unemployed and loses their source of income, resulting in negative consequences due to unemployment. In terms of organizational results employees' high turnover intention experience significantly reduces the productivity and success of the accommodation business (Biron & Boon, 2013; Ramalho, Luz, Paula & Oliveira, 2018; Akgunduz, Adan Gök & Alkan, 2020; Chukwudi, Yetunde & Aniekan, 2022).

According to the Theory of Organizational Equilibrium (TOE), there are specific reasons why employees in the hospitality industry exhibit an intention to leave. The theory suggests that an employee decides whether to leave a job based on their level of satisfaction, taking into account organizational conditions and weighing their contributions and inducements to the organization against their life circumstances (March & Simon, 1993; Ngo-Henha, 2018). In particular, the fact that the accommodation sector has seasonal intensity, such as during the summer at certain time intervals (Holston-Okae & Mushi, 2018)), long working hours, low employee salaries, and close contact with customers (Kim, 2008; Park & Min, 2022), are the criteria for this comparison. Employees experience intense work-related stress in this work environment, and in this case, they experience a decrease in all their resources in work-family and other areas. In this respect, the intention to leave by employees can also be explained within the scope of the theory of conservation of resources (Hobfoll, 1989). Employees in the accommodation sector may want to leave their job due to inadequate resources, which can threaten their well-being. In such cases, the employee may seek to develop their skills in a different work environment to avoid detrimental consequences, such as burnout and stress (Kim, 2008; Min, Kim & Lee, 2015; Koo, Yu, Chua, Lee & Han, 2020; Salama, Abdou, Mohamed & Shehata, 2022), and may opt to leave for a more supportive workplace. This can lead to employee turnover. Low job satisfaction (Koo et al., 2020) and low work engagement (Schaufeli, Salanova, González-Romá & Bakker, 2002; Jung, Jung & Yoon, 2002) are among the factors that contribute to employee intention to leave in the hospitality industry (2021). High role conflict and ambiguity (Gilboa, Shirom, Fried, & Cooper, 2008; Babakus, Yavas & Karatepe, 2008), customer orientation (Brown, Mowen, Donovan & Licata, 2002; Wu, Shie & Gordon, 2017), and job stress (Beehr & Newman, 1978; Salama, Abdou, Mohamed & Shehata, 2022) are also significant factors.

One of the main factors that contributes to employees exhibiting an intention to leave in the hospitality industry is a high workload resulting from job demands (Grobelna, 2021; Salama et al., 2022). Workload refers to the physical and psychological effort required to complete tasks within a work environment. It can be measured by the amount

and level of difficulty experienced by the employee in their job, and is often negatively perceived due to the mental and physical strain it causes (Dwyer & Ganster, 1991; Ganster, Fox, & Dwyer, 2001; Janssen, Bakker, & de Jonge, 2001; Bowling & Kirkendall, 2012). The experience of job insecurity, disorder in work-life balance, and high workload are psychosocial risk factors for employees in the accommodation sector, creating a significant burden on the employee. This burden and stress primarily affect the employee's private life (Senova & Antosova, 2014), leading to low morale, burnout, and an increase in absenteeism (Halbesleben & Buckley, 2004). In such an environment, the work environment's stress factors, such as workloads, push employees to seek other jobs to replenish their depleted resources (Hobfoll, 1989). Prasetio et al. [2018] found a significant positive correlation between turnover intentions and work stress in the hotel industry. Lower levels of stress are associated with a lower intention to quit. Similarly, Omar et al. [2020] discovered that the intention to leave is positively associated with job stress. In the study conducted by Salama et al. (2022) on hotel employees, it was revealed that job stress caused by role and workload increases turnover intention. Several studies have found a positive interaction between workload and intention to leave, across various sectors. For example, in the education sector, Erat, Kitapci, and Çömez (2017) and Anees, Heidler, Cavaliere, and Nordin (2021) conducted studies on this topic. In the manufacturing sector, Wibowo, Setiawan, and Yuniarinto (2021) found similar results. In the textile sector, Qureshi et al. (2012, 2013) and Junaidi, Sasono, Wanuri, and Emiyati (2020) also detected this positive interaction. In a study conducted by Babakus et al. on hotel employees, it was found that the employee's role-based workload experience specifically affects turnover intention within the scope of job demand (Babakus, Yavas & Karatepe, 2008).

### **Workload, Intention to Leave and Life Satisfaction**

With its multidimensional and multidimensional structure, life satisfaction is closely related to the quality of life, happiness, and satisfaction of the employee (Rafiq & Chin, 2019; Rafiq Shahzad, Farrukh & Khan, 2022). Life satisfaction, which is a reflection of work and life balance and general satisfaction level, triggers positive processes in the workplace, which is both an individual and a social environment. Life satisfaction stands out as an important antecedent for the employee to adopt positive or negative behaviors according to some situations (Busseri, 2018; Kong, Gong, Sajjad, Yang & Zhao, 2019; Xiang, Yuan & Zhao, 2021). This two-way effect (positive in some cases and negative in some cases) plays an even more decisive role when it comes to workplace stress factors such as workload (De Cuyper & De Witte, 2006; Pasupuleti, Allen, Lambert & Cluse-Tolar, 2009; Goh, Ilies & Wilson, 2015). When life satisfaction is at an optimal level, it can reduce the effect of workload and workplace stressors, while at a low level, it can double the negative effect like a catalyst. A large-scale study conducted within the framework of the Occupational Health Study by Upadyaya et al. (2016) found that employees who experienced high levels of workload within the scope of job demands showed decreased life satisfaction levels. This study revealed that high job demands, which require high performance and a heavy workload from employees, decrease their life satisfaction and contribute to burnout, anxiety disorders, depression, and other negative psychosocial conditions. Workload specifically stands out as a high job demand that reduces life satisfaction and affects both occupational health and general life satisfaction for employees. Indeed, the situation can be explained in the context of the JD-R Model (Demerouti et al., 2001; Bakker et al., 2003). According to the theory, current job demands and resources in the workplace significantly affect the commitment and psychosocial status of employees. High workload levels, as a source of negative workplace stress and job demands, can lead to disengagement, burnout, and low life satisfaction (Bakker et al., 2003; Demerouti et al., 2001; Inegbedion, Inegbedion, Peter & Harry, 2020; El-Said & Aziz, 2022).

Life satisfaction refers to an individual's overall evaluation of their life, including their personal and work lives. Previous research has shown that life satisfaction significantly affects turnover intention, particularly in the business and accommodation sectors. Specifically, there is a negative relationship between life satisfaction and turnover intention. Employees who are content with their lives are less likely to quit their jobs voluntarily. For example, Kim, Lee, and Kim (2017) conducted a study that found life satisfaction to be a significant predictor of turnover intention. Judge, Boudreau, and Bretz (1994) found that employees with high levels of life satisfaction are less likely to resign from their jobs. Additionally, Huang, Li, and Li (2016) discovered that employees who are dissatisfied with their lives, including their work lives, are more likely to seek other employment opportunities. The effect of changes in life satisfaction, which refers to the overall satisfaction level of employees in their work and personal lives, on turnover can be explained within the context of the resource maintenance model (Cropanzano & Wright, 2001) and the conservation of resource theory (Hobfoll, 1989). The resource maintenance model, the first of these two theories, assumes that individuals act to ensure the continuity of their happiness and will take every possible step to ensure this continuity. Similarly, the conservation of resource theory posits that when depleted resources cause feelings of exhaustion and deprivation, individuals adopt various coping strategies to replenish or maintain them. As a coping mechanism, employees may choose to leave their current job to escape low life satisfaction caused by inadequate happiness and satisfaction and to increase their valuable resources.

Employee turnover has significant implications for organizations. It can negatively affect their bottom line and productivity, especially in terms of customer satisfaction and sustainable competitive advantage in the accommodation sector. With an annual turnover rate of 80% in the sector (Woods & Macaulay, 1989; Park & Kim, 2022), it is a factor that should be emphasized from past to present. Work Institute's 2017 Retention Report states that this situation can be prevented by 75% based on a study of 34,000 employees who left the workplace (Otto, 2017). As explained in detail above, stress factors such as the workload employees experience at work are the leading factors that push employees to quit their jobs, while at the same time, life satisfaction, which expresses happiness and well-being related to work and general life, comes to reduce this negative workplace output. Examining the role of life satisfaction in the relationship between workload and turnover intention can play a key role in solving the big problem experienced in the accommodation sector.

Therefore, based on the previous discussions, we propose the following hypothesis:

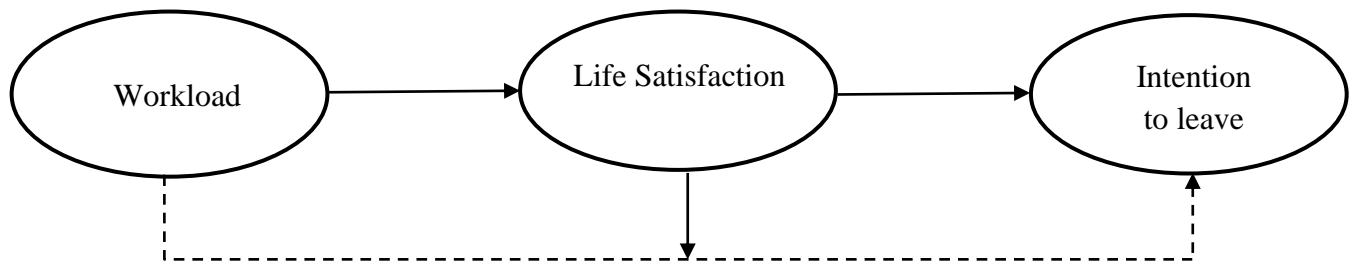
H1: The high workload experience of the employees positively affects their intention to leave levels.

H2: The high workload experience of the employees negatively affects employee life satisfaction.

H3: Life satisfaction levels of employees negatively affect their intention to leave.

H4: The positive association between workload and intention to leave will be mediated by life satisfaction

The research model, designed to examine the relationships in the literature in accordance with the main purpose of the study, is presented in Figure 1.



**Figure 1.** Research Model

## Methodology

### Research Data

The research sample consists of employees from four hotels in Istanbul with a tourism operation certificate. The ethics committee permission required for the conduct of the study was obtained from the World Peace University Ethics Committee (WPU-ETK-2023-13 /10.05.2023). Participants were selected using the convenience sampling method and were asked to complete a questionnaire consisting of four parts. The first part of the questionnaire was an information form used to determine the demographic characteristics of the participants. The second part used a workload scale, the third part used a life satisfaction scale, and the final part used an intention-to-leave job scale. The scales used have been previously validated and their reliability has been established through prior research. Information about each scale is presented below.

**Workload:** The participants' perception of workload was measured using the scale developed by Peterson, Smith, Akande, and Koopman (1995). The scale consists of 11 one-dimensional statements that are rated on a scale of 1= Strongly Disagree to 5= Strongly Agree. This scale was adapted into Turkish by Derya (2008). Sample items of the scale include "I have to sacrifice my private life to be able to do my job" and "I am overwhelmed by my workload and responsibilities".

**Life Satisfaction:** The scale developed by Diener, Emmons, Larsen, and Griffin (1985) was used to determine the participants' life satisfaction. The scale was adapted into Turkish by Dağlı and Baysal (2016). It is a one-dimensional scale consisting of 5 statements, rated from 1 (Strongly Disagree) to 5 (Strongly Agree). Sample items from the scale include "I have a life close to my ideals" and "If I were born again, I would not change almost anything in my life".

**Intention to Leave:** The scale developed by Walsh, Ashford, and Hill (1985) was used to determine participants' intention to leave, which was adapted into Turkish by Ok (2007). The one-dimensional scale consists of five statements, rated on a scale from 1= Strongly Disagree to 5= Strongly Agree. Sample expressions from the scale include "I am looking for a job in another business" and "Most people in this business often consider quitting their jobs".

### Analysis of Research Data

The research data was analyzed using SPSS 27 and AMOS 22 programs. Frequency analysis was performed to determine demographics, and reliability analysis was performed to assess the consistency of the scales used. The analysis included examination of the Cronbach alpha coefficient and the composite reliability (CR) value. Correlation analysis was used to test the relationship between research variables. Additionally, regression-based process macro

(model 4) analysis was used to test the hypotheses.

**Results**

**Demographic Structure of Participants**

Table 1 displays the demographic structure of the participants. As shown, the majority of participants are male (57.65%), single (65.88%), 25 years old or younger (44.31%), and undergraduates (57.25%). Furthermore, a significant proportion of participants (48.24%) have been working in their current workplace for a year or less.

**Table 1.** Demographic Characteristics of Participants

Variable	Group	n	%
Gender	Male	147	57.65
	Female	108	42.35
Marital status	Single	168	65.88
	Married	87	34.12
Age	25 and below	113	44.31
	26 - 30	64	25.10
	31 - 40	48	18.82
	41 - 50	22	8.63
	51 years and older	8	3.14
Educational status	High school and below	45	17.65
	Associate degree	52	20.39
	Bachelor degree	146	57.25
	Graduate	12	4.71
Working time at current workplace	under 1 year	123	48.24
	1-5 years	93	36.47
	over 5 years	39	15.29

**Reliability and Validity of Scales**

The study examined the reliability and validity of the scales used. The Cronbach Alpha coefficient, an indicator of internal consistency, and combined reliability values were used to determine reliability. According to the literature, values of 0.7 and above indicate internal consistency and reliability (Sürücü, Şeşen, & Maslakçı, 2023; Sürücü & Maslakçı, 2020). Validity was checked through examination of discriminant and convergent validity. Results are shown in Table 2.

**Table 2.** Reliability and Validity

Variable	Item	Factor Loads	Cronbach Alpha	CR	AVE
Workload	WL 1	0.562	0.892	0.916	0.502
	WL 2	0.666			
	WL 3	0.750			
	WL 4	0.788			
	WL 5	0.694			
	WL 6	0.511			
	WL 7	0.769			
	WL 8	0.863			
	WL 9	0.815			
	WL 10	0.588			
	WL 11	0.701			
Life satisfaction	LS 1	0.852	0.811	0.836	0.510
	LS 2	0.653			
	LS 3	0.751			
	LS 4	0.722			
	LS 5	0.559			
Intention to Leave	IL 1	0.664	0.829	0.843	0.519
	IL 2	0.812			
	IL 3	0.715			
	IL 4	0.705			
	IL 5	0.698			



(WL:Workload, LS:Life Satisfaction, IL: Intention to Leave)

The results presented in Table 2 indicate that the factor loads of the expressions in the scales are 0.5 or higher. This suggests that these values are 0.4 or higher, indicating that the expressions represent the relevant factor loads well (Sürücü, Yıkılmaz, & Maslakçı, 2022). The Cronbach Alpha values for the scales were 0.892, 0.811, and 0.829, respectively. The composite reliability values were measured as 0.916, 0.836, and 0.843, respectively. Since the Cronbach alpha and CR values were above 0.70, it was concluded that the scales had sufficient reliability values (Sürü, Şeşen, & Maslakçı, 2023; Sürücü, & Maslakçı, 2020; Hair et al., 2017).

Convergent validity results were examined using AVE and it was observed that the AVE values for all scales were above 0.50. Additionally, the composite confidence values were greater than the AVE value. Based on these findings, it can be concluded that convergent validity was achieved (Hair et al., 2017).

Discriminant validity was checked using the Fornell-Larcker criterion (1981). The Fornell-Larcker values are presented in brackets in Table 3 and range from 0.709 to 0.720. Since the Fornell-Larcker values (values shown in parentheses) are higher than the correlation values in the rows and columns of the related variables, discriminant validity was achieved (Wong, 2013).

**Table 3.** Discriminant validity (Fornell-Larcker)

	<b>Workload</b>	<b>Life Satisfaction</b>	<b>Intention to Leave</b>
Workload	(0.709)		
Life satisfaction	-0.415	(0.714)	
Intention to Leave	0.367	-0.296	(0.720)

Table 3 presents the correlation coefficients between the variables. The results indicate that workload is negatively correlated with life satisfaction ( $r = -0.415$ ,  $p < 0.05$ ), and positively correlated with intention to leave ( $r = 0.367$ ,  $p < 0.05$ ). Moreover, life satisfaction is negatively correlated with intention to leave ( $r = -0.296$ ,  $p < 0.05$ ).

HTMT values were also calculated for discriminant validity. Henseler, Ringle, and Sarsted (2015) suggest that a HTMT value below 0.90 indicates discriminant validity between a particular pair of reflective structures. The results are presented in Table 4.

**Table 4.** Discriminant validity (HTMT)

	<b>Workload</b>	<b>Life Satisfaction</b>	<b>Intention to Leave</b>
Workload			
Life satisfaction	0.558		
Intention to Leave	0.702	0.696	

It has been determined that all HTMT values in Table 4 were below 0.90, ensuring discriminant validity.

## Results of Hypothesis Testing

Table 5 presents the results of the analyses carried out to determine the direct effect of participants' workload perceptions on their intention to leave and life satisfaction, the direct effect of life satisfaction on intention to leave, and finally the mediating role of life satisfaction in the effect of workload perceptions on their intention to leave.

**Table 5.** Regression Analysis Results

Hypotheses	Effect Path	Path Coefficients	Lower and Upper Confidence Intervals	Conclusion
H <sub>1</sub>	WL → IL	0.344	0.319; 0.112	Supported
H <sub>2</sub>	WL → LS	-0.168	-0.198; -0.489	Supported
H <sub>3</sub>	LS → IL	-0.210	-0.416; -0.154	Supported
H <sub>4</sub>	WL → LS → IL	0.124	0.163; 0.231	Supported

WL: Workload, LS: Life Satisfaction, IL: Intention to Leave

Regression-based Process Macro (model 4) analysis was used to test the hypotheses. After analyzing the data (Table 5), it was found that workload had a significant and positive effect on the intention to leave ( $\beta=0.344$ ; [0.319; 0.112]). Conversely, the effect of workload on life satisfaction was negative ( $\beta=-0.168$ ; [-0.198; -0.489]). Additionally, a negative relationship was observed between life satisfaction and intention to leave ( $\beta=-0.210$ ; [-0.416; -0.154]). Lastly, the data revealed that life satisfaction mediates the relationship between workload and intention to leave ( $\beta=0.124$ ; [0.163; 0.231]). Based on the analysis findings, the H1, H2, H3, and H4 hypotheses, which were developed to test the main purpose of the study, were supported.

**Discussion and Conclusion**

Customer satisfaction is the main competitive advantage and key element of high performance in hotel businesses. To provide sustainable quality service, it is important to retain talented employees who are familiar with the organization's values and workflow. However, the high level of intention to leave among employees in the accommodation sector poses a significant threat to sustainable business management. The intensive work, shift work culture, low job security, high workload, and task interdependence in the accommodation sector are factors that contribute to employees' intention to leave the job, leading to significant behavior. The increase in workload during seasonal periods can reduce employees' life satisfaction, which encompasses both private and business aspects of their lives. However, life satisfaction is a versatile experience that can have both positive and negative effects. When increased correctly, it can lead to positive role behavior and engagement despite negative situations. This study examines the interaction between the intention to leave, workload, and life satisfaction of hotel employees, and the role of life satisfaction as a reducing agent in this process.

The research findings indicate that employees in the hotel industry who experience a high workload are significantly more likely to have an intention to leave. This result is consistent with previous literature which has shown that a high workload has a positive impact on turnover intention (Omar et al., 2020; Salama et al., 2022). Suarhana and Riana (2016) found empirical evidence for the relationship between workload and turnover intention in their study of 113 hotel employees. The current study found that an increase in job demands (high workload), particularly those with high performance and quality expectations, reduces valuable psychological and physical resources within the framework of the conservation of resources theory. As a result, employees may adopt a coping strategy of intention to leave to replenish or develop these resources. Failing to establish a balance and regulation between the current job demands and resources of hotel employees will result in their dismissal. Another finding from the study regarding workload is a negative correlation between life satisfaction and workload. Empirical findings indicates that factors such as burnout, dissatisfaction, and high stress experienced by employees due to increased workload lead to negative emotions in their work life and ultimately decrease their overall life satisfaction

and happiness. This conclusion is supported by the literature (Pasupuleti, Allen, Lambert & Cluse-Tolar, 2009; Goh, Ilies & Wilson, 2015). The study found a negative relationship between workload and employee life satisfaction levels. As a result, excessive workload negatively affects hotel employees, including their lives outside of work. The study emphasizes the importance of addressing the issue of workload separately and its impact on life satisfaction.

The study found that the life satisfaction levels of hotel business employees have a significant impact on their intention to leave. This suggests that employee life satisfaction plays a crucial role in their decision to stay or leave the workplace. These findings are consistent with previous studies in the literature that have highlighted a negative relationship between life satisfaction and intention to leave, such as Huang, Li, and Li (2016) and Kim, Lee, and Kim (2017). Again, in a study conducted by Yorgun et al. (2009) on hotel employees in Turkey, a negative relationship was found between life satisfaction and turnover intention. A study conducted by Bozkurt and Özkoç (2019) found that life satisfaction has a negative effect on the intention to leave among five-star accommodation businesses operating in Antalya. This negative interaction with the previous studies supported by the results of the present study indicates that the intention to leave tendency will decrease with the increase in the life satisfaction of hotel employees.

Another striking result of the study is that life satisfaction acts as an intermediary in the relationship between workload-induced intention to leave tendencies of hotel employees. This indicates that new job-seeking behavior, which may be caused by the psychological and physical strain of high workload, can be reduced to some extent by the employee's overall life satisfaction. In essence, this suggests that the harm caused by stress factors on work life, and the tendency to quit as a coping mechanism to avoid this harm, can be prevented by improving overall life satisfaction through regulations in both business and private life. While no prior research has explored life satisfaction as a mediating variable in the relationship between workload and intention to leave, specifically in the context of hotel businesses, considering the combined effects yields results consistent with those of previous studies examining the link between work stress, job demands, and turnover intention (Amah, 2009; Demiral, 2018). For instance, Demiral (2018) highlighted that life satisfaction mediates the relationship between work-related stress factors and employees' intention to leave across various sectors, and that it can mitigate this negative association. The study provided more comprehensive findings by examining all the variables among hotel employees in a single model.

The main hypothesis of the study suggests that there is a strong synergy between intention to leave and workload, especially in the accommodation and hotel businesses, which can lead to negative results for the organization. To prevent this, increasing employee life satisfaction is crucial. In this context, some of the precautions that businesses should take include:

- In order to prevent intention to leave, which poses a significant threat to organizational performance, sustainable customer satisfaction, and quality service, hotel managers should periodically monitor and examine whether employees are experiencing a high workload. The job descriptions and burdens of the employees should be planned in detail, and employees should be equipped with the necessary knowledge and experience to fulfill their roles effectively.
- To prevent stress factors and difficulties arising from employees, as well as negative consequences of problems related to high workload, an effective communication channel should be created between supervisors and employees in hotel businesses. Establishing an organizational climate with a social support structure for employees is key to achieving this. In addition to work-related communication, monitoring and

providing support for the employee's life satisfaction during leader-employee interaction can prevent the employee from leaving the job due to work-related stress. Close monitoring of the employee's conditions and developments is essential in achieving this goal.

- Establishing transparent communication between hotel staff and supervisors is essential for creating a culture of respect and recognizing the importance of employees as key actors in organizational performance. This requires effective communication training programs for managers at all levels, planned by HR departments. Additionally, a social culture that acknowledges the burden of employees' work and private lives should be created. Support should be provided to ensure that employees feel they are not alone.
- It is important to remember that hotel employees are an active and integral part of the management and performance process under all circumstances. To this end, a feedback mechanism should be established that allows employees to provide feedback on all kinds of events through horizontal and vertical channels without fear of negative evaluation. Top management should periodically audit these requests to determine their reasonableness. This approach will increase employee engagement and satisfaction by addressing their problems and concerns, and encourage them to focus their energy and efforts on problem-solving rather than leaving their job. Ultimately, this will benefit both employees and the hotel business, saving them from negative consequences such as decreased performance and quality.
- To prevent employee turnover in hotel businesses, an inclusive and supportive policy should be implemented, along with job security and performance-rewarding payment systems (Park & Min, 2020). This will increase employee commitment to the organization, acceptance of role requirements, and positive perception of workload rewards. Such a policy will lead to the development of employees' perceptions of justice, fair wages, and long-term employment in the business.
- Employees' life satisfaction depends on their happiness in both their work and family-social lives (Akerele, Osamwonyi & Amah, 2007). Therefore, the human resources department should organize trainings and seminars to increase employee awareness of establishing a work-family balance. Socially Responsible practices, such as providing holiday gifts or covering educational expenses for family members, can be implemented to show that the hotel business values employees and their non-work lives.
- Creating a social and caring organizational culture that allows hotel employees to adopt a healthy lifestyle can increase their life satisfaction and overall quality of life. For instance, hotels can easily provide support for employees by offering fitness classes or promoting healthy nutrition. This can improve the psychological and physical health of hotel employees. When employees are not tired and do not have to deal with burnout or potential illnesses, their life satisfaction increases, and it is possible to prevent them from leaving the company. By easily managing workload and similar negative workplace stress factors, companies can retain valuable employees and improve overall job satisfaction.

The study provides important insights for responding to literature and increasing the awareness of hotel business managers. Sustainable customer satisfaction and high-quality delivery for hotel businesses are achievable through satisfied employees who are committed to their work. However, the negative interaction between intention to leave and workload - a significant problem within the sector - can cause significant damage to both employees and hotel businesses.

The study's results demonstrate that increasing the life satisfaction levels of employees can prevent this negative situation. Stress elements that cannot be eliminated due to certain job characteristics can be avoided with a perception of general happiness and life satisfaction. To ensure effective management practices and sustainable customer satisfaction, hotel management should focus on retaining strategic human resources in the organizational environment by increasing the life satisfaction level of employees. This situation provides a crucial advantage for hotel businesses to attain a sustainable competitive edge.

### **Limitations and Suggestions for Future Research**

This study has some limitations. Firstly, it was conducted in only four tourism establishments in Istanbul. Due to time and resource constraints, the study was limited to a small sample of city hotels. To obtain more generalizable results, future studies should include a larger sample that encompasses other provinces and cultural differences. Secondly, the study relied on self-rated questionnaires and a cross-sectional research design. To better understand the reasons behind employee turnover intention, it is important to conduct studies that utilize a longitudinal design and in-depth interviews with employees. Additionally, the study focused on reducing the negative interaction between workload and intention to leave among hotel employees by increasing life satisfaction. Future studies could investigate the effectiveness of leader-member interaction, leadership style (such as resonant or servant leadership), and employee personal characteristics in preventing this negative mechanism and its consequences.

### **Declaration**

All authors of the article contribute equally to the article process. The authors have no conflict of interest to declare. The ethics committee permission required for the conduct of the study was obtained from the World Peace University Ethics Committee (WPU-ETK-2023-13 /10.05.2023).

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**Appendix 1. Ethics Committee Permission**



World Peace  
University

**Subject: Ethical Assessment Decision**


Date: 10/05/23

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**Dear Lütfi SÜRÜCÜ,**

We are pleased to inform you that your application for the ethical approval of your research titled “**Otel İşletmelerinde İş Yükü Algısı, Yaşam Doyumu ve İşten Ayrılma Niyeti**” has been approved by the WPU Ethics Committee.

APPROVED ON BEHALF OF COMMITTEE

  
Prof. Dr. Aliya Isiksal  
World Peace  
Ethics Committee Chair  
University

World Peace University, Nicosia, TRNC, Mersin 10, TURKEY

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