

Identification of Workload on JS Luwansa Hotel Employee to Turnover Intention

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Abstract— *The participation of balanced, qualified, and professional hotel employees plays a significant role in attracting customers. Successful hotel guest service depends heavily on a balanced human resource. A balanced employee workload can influence turnover intention. This study was conducted to identify employee turnover intention, which can be influenced by, among other factors, hotel employee workload. The research method used was quantitative with a descriptive approach, using a sample of 54 employees using a non-probability sampling method. Data collection used a questionnaire via Google Form containing statements regarding workload and turnover intention. The data analysis method used was quantitative descriptive analysis. Simple linear regression, partial t-tests, and coefficient of determination (R-square) tests were used. The results showed that workload had a positive and significant effect on hotel employee turnover intention.*

Keywords— *Employees1; Hotel2; Turnover Intention3; Workload4*

I. INTRODUCTION

Tourism development is inseparable from supporting factors, one of which is the hotel industry. Hotels are a vital part of the tourism industry [1]. JS Luwansa Hotel and Convention Center Jakarta is a tourism service provider that encompasses the hotel industry. To attract customers, JS Luwansa requires a balanced, qualified, and professional workforce. A hotel's success in serving guests depends heavily on

a balanced workforce or human resources. [2], [17] states that companies need to always invest in carrying out human resource management functions, namely starting from recruitment, selection to retention of human resources.

A situation where a company's image is very good, but certain employee behaviors can damage the company's image directly or indirectly. Behaviors such as turnover intention are one example of employee behavior that can cause employees to leave the company. Turnover intention is a challenge in human resource management, as stated. [3] defines turnover intention as the aspiration of individuals who want to leave the company for various reasons, including when they want to get better job prospects.

So, turnover intention is not yet at the point of changing jobs or leaving the company, but is still at the level of employee intention to leave their job [4]. While turnover is the final stage or reality that the company accepts regarding the number of employees who leave the company. Quantitatively, a company's turnover can be calculated using the turnover calculation formula, which is represented as a percentage per year, although there is no exact figure or ideal turnover percentage, leading Gallup consultants recommend that employee turnover should not be more than 10% [5]. In 2024, JS

Luwansa had 120 employees, of which 26 left and 24 joined. The final number of employees in 2024 was 118, consisting of 3 permanent employees and 115 contract employees. The employee turnover percentage was calculated using the following formula:

Turnover =

$$\frac{\text{The number of resign staff in a year}}{\text{The number of staff by the early year} + \text{The number of staff by the end of the year}} \times 10$$

$$\text{Turnover JS Luwansa} = \frac{26}{(120+118):2} \times 100\%$$

$$\text{Turnover JS Luwansa} = 21,85\%$$

This percentage is considered high based on the criteria expressed by [6], which states that turnover can be considered normal if it is between 5–10%, while turnover is considered high if it exceeds 10% per year. Employee turnover remains a challenge for JS Luwansa Hotel Jakarta, as evidenced by the turnover calculation of 21.85% in 2023.

As stated by [7] that three indicators are used to measure turnover intention, namely: (1) Thoughts of

quitting, as employees' thoughts about maintaining or leaving their workplace. (2) The desire to leave (intention to quit) which describes the tendency of employees to choose to leave and leave the company. (3) The desire to look for another job (intention to search for another job), explains the decision of employees who intend to leave and get a new, better job.

[8] explained in his research that several factors influence turnover, one of which is workload. At JS Luwansa Hotel Jakarta, employee workload is a frequent topic of discussion. Workload relates not only to the number of tasks to be completed, but also to how employees can handle the pressure and demands of the job. Each employee has a different workload tolerance capacity, which is greatly influenced by their personal values and abilities. According to research from [9] and [10] shows results where workload has a positive and significant influence on turnover intention.

Workload may influence employees' desire to leave their jobs, therefore HRD JS Luwansa Hotel often receives complaints from employees about the workload they experience, as shown in this table:

Table 1. JS Luwansa Hotel Employee Workload Complaints 2024

Department	Workload Complaints
Sales & Marketing	Feeling pressured by high sales targets and the need to continually increase the hotel's visibility, this makes it difficult to achieve them in the near future, leading them to often work even on their days off.
House Keeping	Responsibilities continue to increase, such as high occupancy which causes room usage to continue to increase, while there are few employees and this results in an increase in tasks.
F&B Product	Often faced with the demand to produce large quantities of food in a short time, which greatly disrupts the consistency in maintaining high food quality standards.
F&B Service	Often experiencing sudden schedule changes, many employees feel that the number of staff is insufficient to handle a busy hotel, resulting in their working hours being denser and longer (overtime).

Source: HRD JS Luwansa Hotel Jakarta, 2024

In addition to the workload complaints above, there is also data that supports the existence of a workload that occurs in employees with the number of absences (sick, permission, absent, and late). JS Luwansa employee attendance data in November

2024 said there were a total of absences consisting of 5 sick, 27 permission, and 95 late. Absences with a sick note can be accepted on the condition that they must attach a sick note from a doctor with a validity of 3 days, then absences with a permission note can

be accepted on the condition that they must make a letter of absence or go home early by filling out a form that has been signed by the superior or department head, while absences with a late note can be accepted if the employee in one month has a history of being late under 3 times, if above that or more than 3x late without explanation then HRD can impose sanctions in the form of a salary deduction of 5%.

One of the factors that influences turnover intention [11] namely Workload, namely a situation where employees are burdened with very many or few tasks and must be completed within a certain period. Further explained by [12], There are six indicators of workload, namely: (1) Physical Demand is the amount of physical activity required to complete a task such as carrying, standing for a long time, walking, moving quickly or using body power continuously. (2) Mental Demand, the amount of mental and perceptual activity required to observe, remember, analyze, and make decisions which includes the ability to remember and solve problems. (3) Temporal Demand is a measure of how much pressure an employee feels regarding time because they have to complete a task within a limited deadline. (4) Frustration Level is a measure of despair, or employee distraction while working, which is related to emotional aspects, such as feelings of security, comfort, or vice versa. (5), Effort, namely the amount of physical and mental effort made by employees to meet work standards, if the workload is not controlled it can cause a decrease in performance and no effort is made by employees [18]. (6) Performance, the extent to which employees are successful in carrying out their duties, which also includes satisfaction with the work results achieved..

Therefore, the high turnover rate in 2024 at JS Luwansa Hotel and Convention Center Jakarta is thought to be caused by the high workload. [13], As supported by data related to employee workload complaints, turnover intention can result from a lack of employee motivation caused by the impact of workload. An appropriate workload can increase work motivation, while an excessive workload can decrease motivation and job satisfaction, leading to increased employee turnover [14]. This study want to find the important for companies to pay attention to workload balance, which aims to keep employees motivated and satisfied with their current jobs, so that

the company does not suffer losses due to many employees leaving.

II. METHOD

This study uses a descriptive research type with a quantitative approach to obtain a detailed description of each variable. The population in this study amounted to 118 people and the sample used was 54 employees obtained from the results of calculations using the Slovin formula. This study used a purposive sampling technique, a non-probability sampling technique with certain assessment criteria. These criteria are employees from several departments (10) with a certain proportion, resulting in a total of 54 employees. The questionnaire was distributed through Google Forms containing statements regarding workload (12) and turnover intention (9). Respondents' answers were measured using a Likert scale ranging from 5 (highest/strongly agree) to 1 (lowest/strongly disagree). The collected data will be analyzed using descriptive statistics, namely by finding the average score for each statement and determining the score interval and category, to determine respondents' opinions about workload and turnover intention. Then, to find out the influence of the independent variable on the dependent variable, simple linear regression is used, hypothesis testing (t-test) and R Square (R^2) to find out how much the dependent variable can be explained by the independent variable.

Variable	Dimension	Indicator/Question	Code
Workload (Budiasa, 2021)	Physical Demands	1. My job requires me to stand/walk/sit for long periods of time.	X1
		2. Physical activities such as carrying and moving quickly are very necessary when work.	X2
	Mentally Demands	3. I am required to remember and carry out tasks according to the standard operating procedures (SOP).	X3
		4. My work situation is often unpredictable, requiring spontaneous decisions.	X4
	Time Demands	5. The deadlines for my work often do not match the amount of tasks I have.	X5
		6. Some tasks make me work beyond office hours, even on holidays.	X6
Variable	Dimension	Indicator/Question	Code
Workload (Budiasa, 2021)	Level of Frustration	7. Unequal teamwork makes me feel disturbed and uncomfortable.	X7
		8. The lack of support from my boss makes me feel hopeless and unmotivated to work.	X8
	Effort	9. I often face challenges in order to meet work standards.	X9
		10. The effort I put in is more than that of my colleagues.	X10
	Performance	11. The work targets I achieve always meet expectations and even exceed them.	X11
		12. I made a significant contribution to the success of my department.	X12

Turnover Intention (Drastyana, 2021)	Thoughts of quitting	1. I have felt out of place in my current job.	Y1
		2. I have thought about changing my career to something better.	Y2
		3. In difficult situations, I sometimes imagine myself working somewhere else.	Y3
	Intention to quit	4. I once told a friend that I wanted to leave this company.	Y4
		5. If there is a better opportunity, I would consider moving.	Y5
		6. I am willing to accept if offered a job with better prospects.	Y6
	Intention to search for another job	7. I feel that now is the right time to look for a new job.	Y7
		8. I have looked for information about job openings at other companies several times.	Y8
		9. I am considering applying for a job at another company in the near future.	Y9

III. RESULTS AND DISCUSSION

Based on the average score of each employee workload statement at JS Luwansa Hotel and Convention Center Jakarta, the following is a table of the results:

Table 2. Ranking and Categories of Respondents' Responses Regarding Employee Workload at JS Luwansa Hotel and Convention Center Jakarta

No	Statement	Total Average	Average	Categoryon	Dimension	Ranking
1	I am required to remember and carry out work according to standard operating procedures (SOP)..	261	4,83	Very high	Mental Demands	Highest
2	Physical activities such as carrying and moving quickly are very necessary when I work.	241	4,46	Very high	Physical demands	Lowest

Source: 2025 Research Data Processing

Referring to Table 2., the highest score is in the mental demand dimension with the statement "I am required to remember and carry out work according to standard operating procedures (SOP)" with an

average value of 4.83 which is categorized as very high, this shows that employees of JS Luwansa Hotel and Convention Center Jakarta feel burdened because they are required to remember and carry out

their work according to standard operating procedures (SOP), however, the mental demands of this workload are a requirement for working at the hotel and it is the obligation of all employees to comply with the SOPs determined by JS Luwansa Hotel and Convention Center Jakarta.

The lowest score was in the physical demands dimension with the statement "physical activity such as carrying and moving quickly is very necessary when working" with an average of 4.46 which is categorized as very high. This shows that employees of JS Luwansa Hotel and Convention Center Jakarta feel burdened due to work that requires continuous physical activity. However, the physical activity experienced by each employee varies depending on the work in their department, such as operational departments (front office, food and beverages, housekeeping, security) which experience a greater workload from heavier physical activity, while in non-operational departments (human resources, sales and marketing, finance) they feel they do not need the physical activity of carrying and moving quickly

because they are worried that it makes the work rushed and less effective..

The average overall score obtained from respondents' responses (12 statements) regarding workload showed a figure of 4.69, which means that the workload of employees at JS Luwansa Hotel and Convention Center Jakarta can be categorized as very high. From these results, employees feel that there is a heavy workload from the hotel or their place of work, so that employee workload is categorized as very high. The existence of differences indicates that the level of workload in each department is highly dependent on the characteristics of the tasks that must be performed. Therefore, it is important for hotel management to understand the specific needs of each department, both operational and non-operational. This is so that they can manage the workload, provide appropriate training, and create a work environment that supports productivity while maintaining employee well-being.

The following is the average score for each employee Turnover Intention statement at JS Luwansa Hotel and Convention Center Jakarta:

Tabel 3. Ranking and Categories of Respondents' Responses Regarding Employee Turnover Intention at JS Luwansa Hotel and Convention Center Jakarta

No	Statement	Total Score	Mean	Category	Dimension	Ranking
1	If a better opportunity arises, I would consider moving.	263	4,87	Very high	The desire to leave	Highest
2	I feel that now is a good time to look for a new job.	219	4,06	high	Desire to look for another job	Lowest

Source: 2025 Research Data Processing

Looking at Table 3, the highest score is in the dimension of the desire to leave with the statement "if there is a better opportunity, I would consider moving" with an average value of 4.87 which is categorized as very high, this shows that employees of JS Luwansa Hotel and Convention Center Jakarta have the desire to leave their current jobs if they have the opportunity to work in a better place, but this is merely a desire because employees have not yet fully taken real action to look for new jobs or leave the company.

The lowest score was in the desire to find another job dimension, with the statement "I feel that now is the right time to look for a new job" with an average of 4.06, which is categorized as high. This indicates

that although employees at JS Luwansa Hotel and Convention Center Jakarta have the desire to leave their jobs, they feel that now is not the right time to look for a new job. This is due to several factors, including personal or family responsibilities which are important factors, where employees feel unable to take the risk of looking for a new job because the need for financial stability makes them remain dependent on a regular income, even though they want to move. In addition, the lack of job opportunities that match their skills and expectations is also a reason for staying.

The average score of all respondents' responses (9 statements) regarding workload was 4.46, indicating that employee turnover intention at JS Luwansa

Hotel and Convention Center Jakarta can be categorized as very high. These results indicate that employees have a desire to leave the company (turnover intention). Despite some dissatisfaction, they may feel comfortable enough with some aspects of their jobs that they choose to stay in their current positions. Therefore, hotel management is expected to realize the expectations of employees who want internal changes in the company. Changes such as

Table 4. Simple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.053	.879		2.336	.023
	Beban Kerja	.514	.187	.356	2.748	.008
a. Dependent Variable: Turnover Intention						

Source: 2025 Research Data Processing

Based on the coefficient table above, the following simple linear regression equation is obtained:

$$Y = 2,053 + 0,514X$$

From the results of the analysis, the constant value (a) was obtained, namely 2.053 and the regression coefficient value b was 0.514, so the following conclusions can be drawn:

1. The constant Y is 2.053, if the workload value is 0 (zero) then the turnover intention value (Y) remains at 2.053 (low).
2. The regression coefficient X is 0.514, so every one-unit increase in workload will affect the increase in turnover intention by 0.514 units.

Table 5. Coefficients Determinasi (R-Square) Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.356 ^a	.127	.110	.39093
a. Predictors: (Constant), Beban Kerja				

Source: 2025 Research Data Processing

Based on Table 5, the value of the coefficient of determination R^2 is 0.127, which means that the influence of workload on turnover intention is 12.7%, while the remaining 87.3% is influenced by other variables such as job satisfaction,

better workload distribution policies and increased job satisfaction with promotion opportunities can encourage them to stay and maintain loyalty to the company.

Meanwhile, to find out the effect of workload on employee turnover intention at JS Luwansa Hotel and Convention Center Jakarta with Simple Regression Analysis as follows:

The proposed hypothesis decision-making, with an error/alpha value of 5% (0.05) and referring to Table 4, shows a significance value of $0.008 < 0.050$. This means that the workload variable (X) has a significant positive effect on the turnover intention variable (Y) of employees at JS Luwansa Hotel and Convention Center Jakarta. This result is in line with research. [15] which states that there is a positive and significant influence of workload on turnover intention and [16] conclude that workload simultaneously has a positive and significant effect on turnover intention.

In addition, the R^2 value is known in the following table:

compensation (salary, allowances, bonuses, facilities), work stress, work environment, work motivation, organizational commitment and others that were not examined in this study.

IV. CONCLUSIONS

The conclusion in this study is that employees feel a heavy workload from the hotel or their workplace because the employee workload is categorized as very high and employees have a desire to leave the company (turnover intention). In addition, the workload variable (X) has a positive and significant effect on the employee turnover intention variable (Y) with a determination coefficient value of R^2 of 0.127, which means the effect of workload on turnover intention is 12.7% while the remaining 87.3% is influenced by other variables not discussed in this study. This research only conduct in specific location, it can be different from other object. Future research can be done by using the same method and location but in different time to overlook the different time by time.

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