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The Effect of Work Shift Differences, and Workload on Job Burnout in Work Stress Moderation (Study on Avenzel Hotel and Convention)

Siti Aprilia Febryzha ^{1*)}; Mochamad Soelton ²⁾

¹⁾ sitiapriliaf@gmail.com, Universitas Mercu Buana, Indonesia

²⁾ soelton@mercubuana.ac.id, Universitas Mercu Buana, Indonesia

*) Corresponding Author

ABSTRACT

This study aims to determine the effect of differences in work shifts and workload on job burnout with work stress as a moderation variable in Avenzel Hotel and Convention employees. Burnout is an important issue in the modern workplace, especially in the hospitality industry which has high demands, erratic work systems, and heavy workloads. This study uses a quantitative approach with the Partial Least Squares – Structural Equation Modeling (PLS-SEM) method through SmartPLS 3.0 software. The research sample was 96 active employees obtained through the distribution of questionnaires tested for validity and reliability. The results of the study show that work shifts and workload have a significant positive effect on burnout. Additionally, work stress has been shown to moderate the relationship between work shifts and burnout as well as workload and burnout. These findings confirm the importance of stress management, workload evaluation, and work shift management as human resource management strategies in the hospitality industry.

Keywords: Shift work; Workload; Job Burnout; Work Stress.

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INTRODUCTION

Human resources (HR) are the main asset of the organization. In the hospitality industry, employees are required to maintain high service standards while facing erratic work schedules, long working hours, and heavy workloads. This condition can trigger psychological problems, one of which is burnout. Avenzel Hotel and Convention, a four-star hotel in Cibubur, Bekasi, has more than 96 employees and operates 24 hours a day with a shift work system. Internal data for 2023 shows a fluctuating overtime rate, with the peak in December (31.25%) and the lowest in April (15.78%). Initial surveys also found that 75% of employees experienced symptoms of stress due to work demands, which has the potential to lead to burnout.

Burnout is a psychological syndrome resulting from prolonged work stress, characterized by emotional exhaustion, depersonalization, and decreased self-achievement. WHO classifies burnout as a work phenomenon that is closely related to work load and pressure. However, previous research on the effect of work shifts and workload on burnout has shown inconsistent results. Therefore, this study presents work stress variables as moderation variables to clarify the relationship. The purpose of this study is to analyze the influence of work shifts on burnout, the effect of workload on burnout, the role of work stress as a moderator of the relationship between work shifts and burnout and the role of work stress as a moderator of the relationship between workload and burnout.

Of processes, such as effective planning, organizing, implementing, and supervising. In addition, this management also involves techniques to maintain, maintain, and improve the quality of human resources in an organization or company. According to Maslach in (Chandra, 2024), burnout is a condition of physical, emotional, and mental fatigue due to prolonged exposure to work stress. Maslach mentions three main dimensions: emotional exhaustion, depersonalization, and decreased personal achievement.

METHOD

This research was conducted from May 2024 to July 2025 Avenzel Hotel and Convention. The author uses a quantitative descriptive research design. The research variables consist of two classifications, namely independent variables and bound variables. The independent variable consists of workload (X1), compensation (X2) and job satisfaction (X3) and the dependent variable consists of job bornout (Y). The descriptive analysis for this variable aims to describe the response of respondents, namely the percentage of respondents with very disagree, disagree, neutral, agree, and strongly agree. In addition, this analysis also involves calculating the average of the answers given. In this study, the population and sample consisted of all Fixed-Time Work Agreement (PKWT) employees working at Avenzel Hotel and Convention, totaling 96 people.

The method applied in this study is Partial Least Square (PLS), which will be analyzed using SmartPLS 3.0 software. Next, an evaluation of the measurement model was carried out to assess the validity and reliability of the model. The outer model with reflection indicators was evaluated through the convergent and discriminant validity of the latent construct forming indicators and composite reliability as well as Cronbach's alpha for the indicator block. Furthermore, an assessment was carried out for the structural model (inner model) to predict the interaction between latent variables. The assessment of the inner model is carried out by paying attention to how large the proportion of variants can be explained, namely through the R-Square assessment for latent constructs that are endogenous. This test aims to evaluate the

predictive relevance as well as the average variance extracted for prediction accuracy by utilizing resampling methods such as Jakkricing and bootstrapping to obtain stability from the estimate.

RESULTS AND DISCUSSION

Based on the data collected through the distribution of online questionnaires, general information about the characteristics of respondents was obtained based on several categories such as gender, age, and length of service. The following is a table of the characteristics of the respondents from this study:

Table 1. Characteristics of Respondents by Gender

Gender	Number of Respondents	Percentage
Man	51	53%
Woman	45	47%
Sum	96	100%

Source: Data Processing Results, 2025

Table 2. Characteristics of Respondents by Age

Age	Number of Respondents	Percentage
19-25 years old	24	25%
26-32 years old	44	46%
33-39 Years	23	24%
> 40 years old	5	5%
Sum	96	100%

Source: Data Processing Results, 2025

Table 3. Characteristics of Respondents Based on Length of Employment

Long Time Working	Number of Respondents	Percentage
< 1 year	27	28%
2 – 5 years	41	43%
> 5 years	28	29%
Sum	96	100%

Source: Data Processing Results, 2025

Table 4. Characteristics of the Educational Response

Long Time Working	Number of Respondents	Percentage
High School/Vocational School/Equivalent	62	65%
Diploma	3	3%
S1	31	32%
Sum	96	100%

Source: Data Processing Results, 2025

Furthermore, a convergent validity test was carried out for reflective indicators using the SmartPLS 3.0 program, the required loading factor must be more than 0.70 for confirmatory studies, while the loading factor value between 0.6 and 0.7 for exploratory research is still acceptable, and the average variance extracted (AVE) must be more than 0.5.

Table 5. Outer Loading Test Results

Variable	Indicator	Outer Loading	Information
Work Shift (X1)	X1.1	0.970	Valid
	X1.2	0.919	Valid
	X1.3	0.931	Valid
	X1.4	0.759	Valid
Workload (x2)	X2.1	0.863	Valid
	X2.10	0.741	Valid
	X2.2	0.814	Valid
	X2.3	0.815	Valid
	X2.4	0.723	Valid
	X2.5	0.749	Valid
	X2.6	0.810	Valid
	X2.7	0.727	Valid
	X2.8	0.817	Valid
	X2.9	0.822	Valid
Job Burnout (Y)	Y.1	0.966	Valid
	Y.2	0.972	Valid
	Y.3	0.974	Valid
	Y.4	0.938	Valid
	Y.5	0.976	Valid
	Y.6	0.938	Valid
	Y.7	0.875	Valid
	Y.8	0.957	Valid
Work Stress (M)	M.1	0.889	Valid
	M.2	0.925	Valid
	M.3	0.916	Valid
	M.4	0.901	Valid
	M.5	0.920	Valid
	M.6	0.905	Valid

Source: Primary data processed using SmartPLS program, 2025

Table 6. Cross-Loading Test Results

	Work Shift (X1)	Workload (X2)	Job Burnout (Y)	Work Stress (M)	Moderating Effect 1	Moderating Effect 2
X1.1	0.97	-0.156	0.165	0.028	0.029	0.002
X1.2	0.919	-0.157	0.15	0.057	0.047	-0.05
X1.3	0.931	-0.16	0.175	0.018	-0.025	0.003
X1.4	0.759	-0.046	0.115	-0.03	0.008	-0.006
X2.1	-0.076	0.863	0.321	0.116	-0.077	-0.021
X2.10	-0.31	0.741	0.021	-0.045	-0.105	-0.195
X2.2	-0.057	0.814	0.274	0.06	0.063	-0.036
X2.3	-0.167	0.815	0.371	0.179	0.038	-0.053

X2.4	-0.002	0.723	0.214	0.11	0.004	-0.025
X2.5	-0.039	0.749	0.121	-0.012	-0.053	-0.116
X2.6	-0.153	0.81	0.234	0.091	0.019	-0.059
X2.7	-0.256	0.727	0.058	-0.013	-0.117	-0.102
X2.8	-0.277	0.817	0.162	0.063	-0.052	-0.076
X2.9	-0.165	0.822	0.138	0.039	-0.062	-0.086
Y.1	0.16	0.366	0.966	0.857	0.074	0.168
Y.2	0.182	0.279	0.972	0.882	0.118	0.141
Y.3	0.148	0.248	0.974	0.879	0.154	0.193
Y.4	0.146	0.335	0.938	0.86	0.076	0.148
Y.5	0.169	0.351	0.976	0.869	0.087	0.15
Y.6	0.181	0.308	0.938	0.818	0.068	0.164
Y.7	0.124	0.177	0.875	0.826	0.192	0.147
Y.8	0.184	0.295	0.957	0.861	0.109	0.211
M.1	0.101	0.039	0.8	0.889	0.017	0.174
M.2	0.002	0.172	0.841	0.925	0.016	0.132
M.3	-0.019	0.102	0.829	0.916	0.056	0.116
M.4	0.034	0.113	0.831	0.901	0.042	0.151
M.5	0.045	0.071	0.829	0.92	0.099	0.138
M.6	-0.033	0.128	0.789	0.905	0.02	0.091
ME1	0.015	-0.013	0.115	0.046	1	-0.177
ME2	-0.013	-0.067	0.174	0.147	-0.177	1

Source: Primary data processed using SmartPLS program, 2025

Table 7. AVE Test Results

Varibel	Average Variance Extracted (AVE)
Work Shift (X1)	0.807
Workload (x2)	0.623
Job Burnout (Y)	0.902
Work Stress (M)	0.827

Source: Primary data processed using SmartPLS program, 2025

Table 8. Fornell Larcker Test Results

	Workload (x2)	Job Burnout (Y)	Moderating Effect 1	Moderating Effect 2	Work Shift (X1)
Workload (x2)	0.789				
Job Burnout (Y)	0.312	0.95			
Moderating Effect 1	-0.013	0.115	1		
Moderating Effect 2	-0.067	0.174	-0.177	1	
Work Shift (X1)	-0.15	0.171	0.015	-0.013	0.899

Source: Primary data processed using SmartPLS program, 2025

Table 9. Composite Reliability and Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Composite Reliability
Work Shift (X1)	0.918	0.943
Workload (x2)	0.939	0.943
Job Burnout (Y)	0.984	0.987
Moderating Effect 1	1	1
Moderating Effect 2	1	1

Source: Primary data processed using the SmartPLS program, 2025

The results of the validity test showed that all indicators had a loading factor of >0.7 . Average Variance Extracted (AVE) >0.5 so that it meets the convergent validity. The composite reliability value and Cronbach's alpha >0.7 prove the instrument reliable.

Table 10. R-Square Value Test Results

Variable Dependency	R Square	R Square Adjusted	Model Strength
Job Burnout (Y)	0.903	0.898	Valid

Source: Primary data processed using SmartPLS program, 2025

Table 11. Goodness of Fit Test Results

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Job Burnout (Y)	768.000	147.589	0.808

Source: Primary data processed using SmartPLS program, 2025

Table 12. Hypothesis Testing Results

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Information
Work Shift (X1)	0.188	0.181	0.05	3.722	0.000	Positif-Significant
Job Burnout (Y)						
Moderating Effect 2	0.085	0.077	0.029	2.982	0.003	Positif-Significant
Work Shift (X1)						
Moderating Effect 1	0.081	0.074	0.032	2.492	0.013	Positif-Significant
Work Shift (X2)						
Workload (X2)	0.249	0.249	0.04	6.175	0.000	Positif-Significant
Job Bumout (Y)						

Source: Primary data processed using SmartPLS program, 2025

Discussion

The Effect of Work Shifts on Job Burnout

Based on the results of the hypothesis test in this study, it was found that the Work Shift variable had a T- statistic value of 3.722, an original sample of 0.188, and a P-value of 0.000. Because the T-statistic value is greater than 1.96, the original sample value indicates a positive direction, and the P-value is smaller than 0.05, it can be concluded that Work Shift has a positive and significant effect on Job Burnout. This means that the higher the pressure or irregularity

felt from the shift work system, the level of psychological and physical fatigue (burnout) in employees will also increase. This can be explained because an erratic shift work system often impacts the biological and social rhythms of employees, leading to sleep disturbances, physical fatigue, and emotional stress. Employees who constantly experience a turnover of working hours will be more susceptible to a decline in physical and mental condition which ultimately triggers burnout. These findings are consistent with research by Pangesti & Sudinadji (2021) which shows that differences in work shifts have a significant influence on the level of burnout in employees.

The Effect of Workload on Job Burnout

The results of the hypothesis test showed that the Workload variable had a T-statistical value of 6.175, with an original sample of 0.249 and a P-value of 0.000. The T-statistical value > 1.96 , P-value < 0.05 , and the direction of positive influence, show that Workload has a positive and significant effect on Job Burnout. This means that the higher the demands of the workload that employees feel, the more likely they are to experience physical, emotional, and mental fatigue in their work. High workloads often lead to time pressure, multitasking demands, and limited break time, which ultimately accelerates burnout. This condition is experienced by many employees in the hospitality sector, especially when facing high daily operational burdens. This finding is in line with Wahyuni's (2022) research which states that workload has a significant effect on burnout in hospital nurses, and is also supported by Ghina & Eid al-Fitrastri (2022) who researched Startup X employees.

Work Stress Moderates the Effect of Work Shifts on Job Burnout

Based on the test results, a T-statistic value of 2.982, an original sample of 0.085, and a P-value of 0.003 were obtained for the effect of moderation between Work Shift and Job Burnout through Work Stress (Moderating Effect 1). Because the three values meet the significance criteria, it can be concluded that Work Stress positively and significantly moderates the influence of Work Shift on Job Burnout. This means that when the level of work stress felt by employees increases, the negative impact of the work shift system on burnout will also be stronger. Employees who face the pressure of erratic work schedules and at the same time experience high stress are more likely to experience chronic fatigue. This supports the hypothesis that work stress reinforces the relationship between shift work and burnout, and provides an important understanding that interventions against stress are needed in shift work environments.

Work Stress Moderates the Effect of Workload on Job Burnout

The test results for the effect of work stress moderation on the relationship between Workload and Job Burnout (Moderating Effect 2) showed a T-statistic value of 2.492, an original sample of 0.081, and a P-value of 0.013. Thus, it can be concluded that Work Stress significantly moderates the relationship between Workload and Job Burnout positively. The higher the work stress experienced by employees, the greater the impact of workload on burnout. This condition reflects that stress reinforces the negative effects of workload, so that employees who already have heavy work demands will be more likely to experience burnout if they also experience high stress. These findings are in line with the results of Wahyuni's (2022) research which states that work stress significantly mediates the relationship between workload

and burnout in health workers, and emphasizes the importance of stress management in human resource management.

CONCLUSION

Work shifts have been proven to have a positive and significant influence on job burnout. Employees who work in shift systems tend to experience stress due to erratic changes in work rhythms, which can affect their physical and emotional balance. This irregularity in working hours can increase the likelihood of work fatigue. High workloads have been proven to contribute to an increase in the level of job burnout in employees. The pressure to complete tasks in a limited amount of time, complex job demands, and the frequency of additional work can cause employees to feel constantly overwhelmed. This accumulation of load has an impact on a decrease in energy, motivation, and work productivity in general. Work stress strengthens the relationship between work shifts and job burnout. When employees experience high levels of stress, the effects of the shift system on burnout become even more intense. The combination of psychological stress and irregular work schedules makes employees more susceptible to burnout, thus increasing the risk of burnout. Work stress also plays a role in strengthening the influence of workload on job burnout. In high-stress conditions, heavy workloads will feel even more overwhelming and trigger more severe fatigue. This suggests that work stress can exacerbate the negative impact of workload on employees' psychological state and well-being in the workplace.

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