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## Burnout and job performance as mediated by intention to quit: Context of hospitality employees

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### Abstract

This study investigates the statistical relationships between burnout, job performance, and intention to quit among hospitality employees in Davao City. Employing a quantitative, cross-sectional design, data were collected from 304 respondents using validated scales for both predictor and criterion variables. Results from the SPSS data analysis revealed that the overall level of burnout among hospitality employees was moderate, with workload, mental health, and organizational support identified as key contributing factors. Job performance was rated positively, reflecting a generally high level of satisfaction and the beneficial impact of leadership and organizational commitment. Intention to quit was also moderate, although a detailed analysis identified emotional exhaustion, depersonalization, and diminished personal accomplishment as its primary dimensions further analysis indicated that burnout significantly influences job performance directly and indirectly through intention to quit. Specifically, higher burnout levels correlated positively with performance but were mitigated by turnover intentions, adversely impacting productivity. The mediation analysis confirmed that intention to quit partially mediates the relationship between burnout and job performance, indicating that while burnout directly influences performance, part of its effect is channeled through turnover intentions. These findings underscore the critical role of leadership, organizational support, and mental health resources in mitigating burnout and enhancing job satisfaction. Recommendations include implementing mental health and wellness programs, fostering supportive leadership, and promoting work-life balance to sustain employee engagement and reduce turnover rates in the hospitality sector.

**Keywords:** Burnout, job performance, intention to quit, hospitality employees, Davao City, organizational support, turnover intentions, mediation analysis

### Introduction

It is no secret that the hospitality sector is tremendously stressful, contributing significantly to employee burnout. Concerns about healthcare professionals have emerged as a prevalent topic, including burnout induced by exhaustion, depersonalization, and a lack of accomplishment (Mansoor, Sultana, & Hassan, 2021) <sup>[43]</sup>. According to the research, burnout is a problem that decreases job performance since it causes people to be less engaged and productive and produce inferior work. Furthermore, burnout increases people's desire to leave professions, acting as a substantial mediator (Xie, Song, & Hu, 2020) <sup>[66]</sup>. On the same note, this mediation effect creates the need to mitigate burnout, particularly because emotionally exhausted workers are much more likely to disengage from the business and exit, thus magnifying the damage to job performance (Sonnetag, 2020) <sup>[58]</sup>. This research investigates the relationship between burnout and job performance in the hospitality industry, with a focus on the mediating influence of intention to quit. Understanding these dynamics can help hospitality managers develop targeted strategies that can help enhance the rate of burnout, work productivity, and the ability to retain key employees.

The issue within the workforce that results in employee burnout directly aligns with the United Nations Sustainable Development Goal 8 (SDG 8): "Decent Work and Economic Growth." SDG 8 advocates for the promotion of sustained, inclusive, and sustainable economic growth, alongside full and productive employment and decent work for all. A healthy, engaged, and stable workforce is foundational not only for individual well-being but also for economic prosperity and societal stability within the employees of the hospitality sector.

Employee burnout is a critical problem within the hotel industry because of its detrimental impacts on employee and organizational outcomes. One main correlate of burnout, described as emotional exhaustion, depersonalization, and reduced feelings of accomplishment, is

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decreased job performance, especially where job demands are high, as may be the case in the hospitality industry (Mansoor, Sultana, & Hassan, 2021) <sup>[43]</sup>. Although previous studies have focused on the direct effects of burnout on job performance, the mediating effect of intention to leave has not been explored exhaustively in recent literature, especially in the hospitality industry (Xie, Song, & Hu, 2020) <sup>[66]</sup>. Burnout increases the propensity of workers to resign, reduces performance, and increases turnover, thereby being detrimental to the company's performance (De Stefano, Fabbri, & Barattucci, 2022) <sup>[20]</sup>.

In the travel and hospitality industry, burnout has been consistently associated with diminished job performance. Prior research highlights that the demanding nature of the industry characterized by emotional labor and heavy workloads contributes significantly to employee burnout, which in turn hampers their effectiveness (Prentice & Park, 2019) <sup>[53]</sup>. These authors also suggested that while job performance may sometimes precede burnout, the greater emphasis lies in how burnout diminishes an employee's ability to achieve organizational goals and maintain service quality. Similarly, elevated job demands have been linked to lower performance levels among hotel employees, where burnout acts as a mediating factor (Darvishmotevali & Ali, 2020) <sup>[19]</sup>.

Burnout has also been shown to correlate positively with an employee's intention to quit (ITQ), particularly in hospitality settings. Increased emotional exhaustion and stress have prompted more employees to seek alternative employment, emphasizing the growing need for wellness-focused interventions in the workplace (Abid, Ahmed, & Hussain, 2023) <sup>[1]</sup>. This trend was further reinforced in studies that identified stressors in luxury hotel environments, where high levels of burnout among male staff were linked to greater intentions to resign (Zaki & Al-Romeedy, 2024) <sup>[70]</sup>.

The relationship between ITQ and job performance has also gained attention in recent literature. Employees contemplating resignation tend to withdraw psychologically, leading to reduced involvement and productivity. Leadership effectiveness has been shown to be weakened when turnover intention is high (Chang, Hsiao, & Chang, 2020) <sup>[15]</sup>. Additionally, negative workplace environments that promote thoughts of quitting have been shown to directly reduce customer satisfaction and employee performance outcomes, particularly in the accommodation sector (Yikilmaz, Yikilmaz, & Gungor, 2023) <sup>[68]</sup>. These findings support the idea that as employees mentally disengage and prepare to exit, their capacity to contribute meaningfully to organizational objectives also declines. Even though more research on burnout and related effects on job performance has been conducted in recent years, there is still a lack of appreciation of how the intention to quit plays a part in this relationship. Most past research has typically isolated burnout from turnover intentions or treated job performance and the intention to leave as distinct variables (Sonntag, 2020) <sup>[58]</sup>. Moreover, the hotel industry's problems, such as shift work, client contact, and high turnover, have not been adequately discussed. This research strives to do so by examining how factors of burnout influence job performance, for purposes of serving as a mediator. In filling this gap, the study can offer a perfect opportunity to identify methods of decreasing

burnout and strengthening staff retention in the hospitality industry.

This study explores and determines how intention to quit mediates the connection between burnout and job performance of hospitality employees. Specifically, to answer the following questions: (1) What is the level of Burnout among hospitality employees in terms of workload, mental health, and organizational support?; (2) What is the level of Job Performance of Hospitality Employees as measured by Job Satisfaction, Role of Organizational Commitment, Impact of Leadership and Management, and Job Stress? (3) What is the level of Intention to Quit among Hospitality Employees in terms of Emotional Exhaustion, Diminished Personal Accomplishment, Depersonalization, and Religious-Cultural Factors? (4) Is there a significant relationship between Burnout and job performance, Burnout and Intention to quit and Job Performance? (5) Does Intention to Quit significantly mediate the relationship between Burnout and Job Performance hospitality employees.

### Review Related Literature

Employee burnout is a critical problem within the hotel industry because of its detrimental impacts on employee and organizational outcomes. One main correlate of burnout, described as emotional exhaustion, depersonalization, and reduced feelings of accomplishment, is decreased job performance, especially where job demands are high, as may be the case in the hospitality industry (Mansoor, Sultana, & Hassan, 2021) <sup>[43]</sup>. Although previous studies have focused on the direct effects of burnout on job performance, the mediating effect of intention to leave has not been explored exhaustively in recent literature, especially in the hospitality industry (Xie, Song, & Hu, 2020) <sup>[66]</sup>. Burnout increases the propensity of workers to resign, reduces performance, and increases turnover, thereby being detrimental to the company's performance (De Stefano, Fabbri, & Barattucci, 2022) <sup>[20]</sup>.

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While prior studies have extensively explored the direct effects of burnout on job performance in the hospitality industry, limited research has focused on the mediating role of "intention to quit" in this relationship. Most existing literature treats burnout, job performance, and turnover intention as separate variables, lacking a unified model that examines how intention to quit bridges the burnout performance link, particularly in the hospitality sector where high turnover and emotional labor are prevalent. Furthermore, industry-specific stressors such as shift work, customer-facing roles, and organizational support have not been sufficiently contextualized in burnout research. There is considerable research on the relationship between burnout and outcomes such as job performance. However, limited studies have explored the mediating role of intention to resign, particularly in the hospitality industry. This is consistent with findings suggesting that burnout increases employees' intention to resign, which in turn affects their job performance (Kumar & Priya, 2020) <sup>[37]</sup>. This is especially relevant in the hotel sector, which is known for high staff turnover and can suffer significant setbacks when experienced employees leave.

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relationship between Burnout and job performance, Burnout and Intention to quit and Job Performance? (5) Does Intention to Quit significantly mediate the relationship between Burnout and Job Performance hospitality employees.

Burnout research has been extensively conducted in the hotel industry because of the negative impacts of burnout on employee health and organizational outcomes. Current research also shows that hotel and restaurant personnel subjected to high job demands from consumers experience burnout and thus demonstrate poor job performance (Mansoor, Sultana, & Hassan, 2021) <sup>[43]</sup>. It is connected with low energy levels, cynicism, and a loss of personal pleasure, all of which might render employees unable to execute their duties (De Stefano, Fabbri, & Barattucci, 2022) <sup>[20]</sup>. Burnout has been shown to impact job performance, individual creativity, and the cognitive and emotional resources available to employees in the hospitality sector, leading to a decrease in their ability to focus on work-related challenges (Sonnentag, 2020) <sup>[58]</sup>.

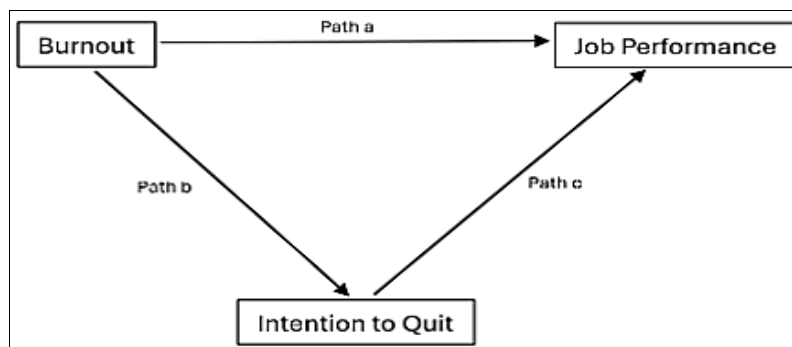
Hospitality workforce burnout has received more focus due to negative impacts on human resources' mental health and output in hospitality organizations. New studies show that burnout decreases job performance because the emotions of those employees are drained, thereby making them less effective (Liu, Zhang, & Wang, 2021) <sup>[41]</sup>. Burnout significantly impairs the ability of frontline hospitality staff to deliver good customer relations, a critical aspect of their role, by diminishing their cognitive and emotional capital (Zhang, Li, & Chen, 2023; Park & Kim, 2022) <sup>[71, 49]</sup>. Furthermore, research indicates that burnout negatively affects primary job responsibilities, future career fulfillment, and organizational loyalty, all of which are crucial determinants of performance (Aftab, Furrukh, & Rashid, 2021) <sup>[2]</sup>. It is particularly relevant to settings such as hospitality jobs that require emotional work, and individuals have to stay chipper no matter what. In light of these results, more attention should be paid to dealing with burnout as a factor contributing to improving job performance. Thus, while the link between burnout and job performance has been established, little research has examined the role of intention to quit as an integrating variable. According to a recent study, burnout increases an employee's desire to quit, reducing job performance and attrition. Lower performance in burnt-out personnel is often followed by withdrawal behaviors, such as contemplating turnover. This mediating influence of the desire to leave is particularly essential in the hospitality business, where staff turnover is high and job retention remains an issue (De Stefano, Fabbri, & Barattucci, 2022) <sup>[20]</sup>. The mediating relationship contributing to burnout and job performance can be explored more effectively in the literature, alongside burnout's cultivating role in retention initiatives.

In addition, another limitation identified in prior research highlights the importance of intention to resign as a mediator in explaining burnout's impact on job performance. It has been noted that burnout is linked to reduced performance by increasing turnover intentions, disengagement, and absenteeism, which ultimately lowers productivity (Xie, Song, & Hu, 2020) <sup>[66]</sup>. It has also been suggested that burnout negatively affects performance and that turnover intentions exacerbate this by weakening employee commitment and obstructing the achievement of organizational goals (Xie, Song, & Hu, 2020) <sup>[66]</sup>. However,

after analyzing the literature on burnout, work performance, and intention to leave, the researcher discovered a significant vacuum about the mediating role of intent to quit in this relationship. Much research has explored burnout and job performance or has just looked at turnover intention as a moderator of job performance (Sonnetag, 2020; Xie, Song, & Hu, 2020) <sup>[58, 66]</sup>. Furthermore, most of these studies do not consider industrial-specific aspects, such as workplace circumstances, which may exacerbate burnout and impair the performance of the hospitality industry compared to other professions (Mansoor, Sultana, & Hassan, 2021) <sup>[43]</sup>. Moreover, the thriving interest in burnout and its consequences, few studies investigate the intention to resign as the mediator of burnout and performance relationship. Although some of these authors, such as Sonnetag (2020) <sup>[58]</sup> researchers, have examined the direct effects of burnout

on job performance, few of them have examined the mediating role of intention to quit, which is a part of the burnout model.

Figure 1 visually presents the hypothesized relationships within this study's mediation model, positioning Burnout as the independent variable, Intention to Quit as the mediating variable, and Job Performance as the dependent variable. The diagram illustrates Path a, the direct influence of burnout on job performance; Path b, where burnout leads to an increased intention to quit; and Path c, where intention to quit subsequently affects job performance. This comprehensive framework allows for the investigation of both the direct impact of burnout on job performance and its indirect influence through the mediating role of intention to quit.



**Fig 1:** Conceptual Framework of the Study

## Methods

This study employed a quantitative research design using a cross-sectional survey to investigate the relationship between burnout and job performance among hospitality employees and the effect of intention to quit as a mediating variable. The study was conducted in December 2024. To ensure statistical robustness, the target population included employees from selected local restaurants, with a minimum sample size of 300 participants using simple random sampling. These participants are 18 years old and above who are also locals of Davao City. Data were collected through a self-administered questionnaire utilizing established measurement scales: Maslach Burnout Inventory (Maslach *et al.*, 2017) <sup>[44]</sup> to assess burnout, a Job Performance Scale (Andrade, Queiroga, & Valentini, 2020) <sup>[8]</sup> to evaluate job performance, and an Intention to Quit Scale (Ike *et al.*, 2023) <sup>[30]</sup> to measure employees' likelihood of leaving their jobs. Descriptive and inferential statistical analyses, including correlation and mediation analyses were conducted using SPSS software. Ethical considerations were prioritized, including obtaining informed consent and ensuring participants' confidentiality. The study aimed to provide insights into how burnout impacts job performance and the potential mediating role of intention to quit, contributing valuable knowledge to hospitality management. The respondents of this study were 304 employees ranging from 18 years old and above who are employed at eight selected local restaurants in Davao City. The research survey was performed within the identified geographic setting; the choice of respondents was made randomly based on their willingness to know the intent of the analysis. This is to ensure that the study accounts for all responses to provide answers to the study's goals. The researcher

determined the inclusion and exclusion criteria of the respondents: The excluded respondents are those working for less than a year in hospitality. Meanwhile, their socioeconomic status was also included which included their gender, marital status, highest degree held, and years of experience in hospitality in the data collection.

Four academic experts in tourism and hospitality evaluated the questionnaire to ensure the content validity. The questionnaire was revised based on the expert feedback and confirmed as clear and comprehensible. In addition to the demographic factors, the questionnaire included items adapted from previous studies to measure burnout dimensions such as emotional exhaustion, personal accomplishment, and depersonalization, as well as religious and cultural factors, intention to quit job, job performance, and their suggested relationships. These items were rated on a five-point Likert scale ranging from 1 (very high) to 5 (very low). The questionnaire was personally administered to each subject at each selected restaurant in Davao City, Philippines. Subjects were selected using a random sampling technique to prevent biases and allow impartial population representation for the questionnaire validation. Cronbach's Alpha test was used to validate the number of distributed questionnaires that resulted in higher than 0.70 which is considered reliable since it indicates an acceptable internal consistency.

The following statistical tools were used in the computation of data and testing of the hypotheses at a 0.05 level of significance: The mean was used to calculate and summarize the central tendency of variables such as burnout, job performance, and intention to quit. This assessed the average level of these factors in the samples, which is crucial for establishing the baseline for analysis.



Moreover, Pearson Product Moment Correlation (Pearson  $r$ ) was also used to assess the strength and direction of the linear relationships between variables. On the other hand, Regression as input to the Medgraph was used to quantify the impact of burnout on job performance while controlling for other variables. Additionally, Mediation Analysis was used to assess the effect of mediating variable- intention to quit between the relationship of burnout and job performance. Lastly, ANOVA this was used to identify whether certain factors significantly affect employee outcomes.

## Results and Discussion

### Level of burnout among hospitality employees

Table 1 presents the level of burnout among hospitality employees, measured across three dimensions: workload, mental health, and organizational support. The results indicate a moderate level of burnout, with an overall mean of 2.75 (SD=0.99). Mental health (mean = 2.77, SD=1.12) showed that mental health stood as the highest among characteristics regarding well-being, with an average score of 2.77, indicating moderate employee psychological issues. Meanwhile, workload garnered the least mean of 2.74 with a standard deviation of 1.09. This means that it has a moderate level among the hospitality employees.

**Table 1:** Level of burnout among hospitality employees.

Burnout Factors	Mean	SD	Interpretation
Workload	2.74	1.09	Moderate
Mental Health	2.77	1.12	Moderate
Organizational Support	2.75	1.13	Moderate
Overall Mean	2.75	0.99	Moderate

The hospitality sector workforce is well-known for facing demanding psychological situations, unpredictable work shifts, and negative guest behavior (Yoo, 2023) [69]. This adds to the level of burnout hospitality employees may face. Employees who do not recognize significant burnout symptoms could develop emotional exhaustion combined with work-related stress (Edú-Valsania *et al.*, 2022) [42]. Research has shown that workplace stress factors, including excessive work periods and dealing with customers, negatively affect employee psychological health (Xie *et al.*, 2020) [66]. Based on the employee evaluation, stress levels are not severe enough to reach complete burnout. However, burnout is still present; hence, studying these factors among hospitality employees is important.

Meanwhile, in organizational support, employees' perception of their value defines the level of organizational support (Maan *et al.*, 2020) [42]. The survey results indicate that workers receive limited management backing, although they require more aid and resources to handle burnout symptoms successfully. This means that hospitality employees experience limited organizational support. Moreover, research has primarily examined how perceived organizational support decreases job stress and burnout. With this, organizational assistance through fair payment, work-life policies, and mental health resources lowers worker burnout (Eisenberger, Shanock, & Wen, 2020). Support availability exists, yet workers do not find it helpful in reducing work-related stress, according to their neutral assessment.

Lastly, the results show that workload as a burnout factor has the lowest level among hospitality employees, which

contains task numbers, working hours, and job demands. The hospitality field demands workers who can handle various tasks while working extended hours with changing workloads (Ghosh, 2022) [24]. According to the obtained moderate level, employees experience workload pressure at rates that are not severe enough to lead to extreme burnout situations. This is because hospitality employees have a higher rate of demonstrating workplace resources like teamwork, and varied tasks enable employees to handle workload-related pressures (Hartwig *et al.*, 2020) [26].

Meanwhile, the workload also has a moderate level among hospitality employees. Workload is among the leading indicators that may cause burnout (Liu, Zhang, & Wang., 2021) [41]. They found that those in high-strain jobs characterized by large working hours, low decision-making power, greater job demands, and limited decision-making control are more likely to manifest burnout than those in low-strain jobs. The moderate workload level of burnout suggests that the employees can have middle levels of stress, which does not necessarily mean burnout. Hence, workload alone does not cause burnout if employees have coping strategies or positions that enable recovery.

Furthermore, a substantial difference between employees with access to mental health resources, including counseling or stress management programs, and those with increased levels of burnout (Bai *et al.*, 2023) [10]. They found out that hospitality workers who receive support in mental health from their employers can handle working pressure and prevent burnout. This lends some credence to the idea that interventions can elevate more centered mental health levels.

### Level of job performance among hospitality employees

On the other hand, table 2 shows that employees see leadership and management impact at a high level, with a mean of 3.34 and a standard deviation of 1.27. The role of organizational commitment ( $m= 3.25$ ;  $SD= 1.12$ ) and job satisfaction ( $m= 3.19$ ;  $SD= 0.92$ ) follow this trend, with both having a high interpretation. Lastly, job stress has the lowest level among the factors, with a moderate interpretation. This factor has a mean of 2.68 and a standard deviation of 1.11.

This suggests that hospitality employees hold a generally positive view of the key factors influencing their job performance. The overall mean indicates a high interpretation implies that the workplace provides a supportive atmosphere that encourages productivity and engagement. However, the presence of moderate job stress indicates that while employees are coping, they still encounter notable levels of pressure or demands that could affect their performance over time.

This reveals that employees perceive leadership, organizational commitment, and job satisfaction at a high level, suggesting a generally positive and supportive work environment. These results reflect strong leadership practices, employee loyalty, and a sense of fulfillment in their roles-factors that likely contribute to better job performance and retention. The overall high mean reinforces the idea that the organization fosters conditions conducive to employee engagement and productivity. However, job stress was rated at a moderate level, indicating that while employees are largely managing their responsibilities, they still experience a noticeable degree of pressure.

**Table 2:** Level of job performance among hospitality employees.

Job Performance Factors	Mean	SD	Interpretation
Job Satisfaction	3.19	0.92	High
Role Of Organizational Commitment	3.25	1.12	High
Impact Of Leadership and Management	3.34	1.27	High
Job Stress	2.68	1.11	Moderate
Overall Mean	3.11	0.88	High

### Level of job performance among hospitality employees

Employees think leadership and management significantly affect their job satisfaction and performance. It is also concluded that effective leadership generates favorable workplace conditions, higher staff motivation, and decreased employee turnover risks (Nguyen *et al.*, 2023). This allows employees to perform better and have more self-esteem (Khan *et al.*, 2020) <sup>[34]</sup>. Good leadership and management also allow employees to work in a conducive environment (Vidman *et al.*, 2020) <sup>[62]</sup>. Moreover, employees value organizational commitment because it demonstrates the link between commitment, reduced burnout, and improved job performance (Kim, Im, & Hwang, 2021) <sup>[35]</sup>. Employees with a strong sense of commitment to their jobs are more dedicated and would likely perform well in their activities (Zhenjing *et al.*, 2022) <sup>[72]</sup>.

Job satisfaction levels sit slightly below other factors; however, they indicate enough agreement that leadership and organizational commitment create satisfaction (Chen *et al.*, 2022) <sup>[16]</sup>. Additionally, when employees are satisfied

with jobs based on achievement, performance, and workload, they are more likely to function well, as it assures them of a job well done (Baxi & Atre, 2024) <sup>[12]</sup>. In a study among the hotel personnel, it was revealed that job happiness relates a lot to job performance (Wang *et al.*, 2022) <sup>[63]</sup>. They found out that when employees are satisfied with their choice of occupation, they work harder and longer. Hence, organizations need to recognize employees' achievements to perform better.

Job stress generates a moderate ranking because it fails to affect employee perception during stress. Performance results from stress affect people differently based on their strategies and workplace support (Giorgi *et al.*, 2020). Moreover, employee performance shows favorable growth due to positive leadership, as good leaders are models of employees' performance (Yan *et al.*, 2023) <sup>[67]</sup>. Hence, organizations need to establish leadership skills in their workplace.

### Level of intention to quit among hospitality employees

The results show that all Intention to quit-related factors received moderate evaluations, indicating that these factors do not affect employee resignation intentions. The highest mean of 2.82 and standard deviation of 1.16 are collected from emotional exhaustion. Meanwhile, the religious-cultural factor collected the lowest mean of 2.65 and a standard deviation 1.00. All the factors, including diminished personal accomplishment and depersonalization, resulted in a moderate level among hospitality employees.

**Table 3:** Level of intention to quit among hospitality employees.

Intention to Quit	Mean	SD	Interpretation
Emotional Exhaustion	2.82	1.16	Moderate
Diminish Of Personal Accomplishment	2.77	1.09	Moderate
Depersonalization	2.73	1.04	Moderate
Religious-Cultural Factor	2.65	1.00	Moderate
Overall Mean	2.74	0.92	Moderate

Records show that emotional exhaustion is the most rated factor, indicating that employees experience fatigue while remaining in their jobs for the time being. The available studies suggest emotional exhaustion influences work attitudes, but employees usually stay in their positions until multiple stressors emerge (Schaufeli & Taris, 2021). The scores for personal accomplishment match those of emotional exhaustion, thus suggesting employees may have doubts about their job success. Moreover, workplace recognition and support systems impact personalized achievement levels (Gómez-García *et al.*, 2022). In investigating hospitality employees, emotional exhaustion positively correlates with turnover intention (Feng *et al.*, n.d.). This correlates to the emotional weariness of the population, hence, the lower the response, the more likely the employees are to contemplate job abandonment. The effect of diminished personal success on employees increases turnover intentions in the service sector (Yang *et al.*, 2022). It indicates a moderate level of emotional exhaustion, which, if ignored, may lead to intention to quit despite a neutral score.

Depersonalization as an attitude toward work and colleagues maintains a middle-value position because some employees experience cynicism, but it does not substantially affect job involvement (Maslach & Leiter, 2020). In the restaurant hospitality industry, emotional exhaustion may result in

depersonalization, where employees begin to treat customers with lack of empathy and warmth. This phenomenon is often driven by workplace stressors such as role conflict and ambiguity, excessive workloads, strained colleague relationships, and insufficient autonomy that all contribute to psychological fatigue and burnout (Ahmadi & Melaki, 2022) <sup>[4]</sup>.

Employees have ranked religious-cultural elements as the lowest category because they believe that cultural and religious factors do not lead to employee turnovers. However, research evidence shows that work attitudes are impacted by cultural and spiritual beliefs, which affect individual and organizational intentions to quit differently (Chouhan, 2025) <sup>[17]</sup>. These factors influence job experiences, yet people are not forced to leave their jobs according to the total mean. However, it is still important to explore these factors especially that the locality of the study has a diverse cultural and religious profile.

### Relationship between burnout and job performance

Furthermore, the data investigates the association between burnout and job performance, examining variables such as job satisfaction, organizational commitment, leadership and management effect, job stress, workload, mental health, managerial support, and burnout. As shown in Table 4, most of the relationships are significant, with burnout and job

stress ( $r=0.759$ ), workload and job stress (0.733), and mental health and job stress (0.720) with the strongest relationships. Moreover, the least associated are in the impact of leadership and management and its relationship to workload ( $r=0.162$ ) and mental health ( $r=0.141$ ), as well as the role of organizational commitment to mental health ( $r=0.215$ ).

The strongest relationships are found between burnout and job stress, as well as with workload and mental health, indicating that job stress is a central link between burnout

and other workplace conditions. This highlights the importance of managing stress to reduce burnout risk. In contrast, weaker associations are observed between leadership and workload, leadership and mental health, and organizational commitment and mental health. These suggest that while leadership and commitment are important, they may have limited direct influence on employees' psychological well-being or workload perceptions.

**Table 4:** Relationship between burnout and job performance

Burnout	Job Performance				
	Job Satisfaction	Role of Organizational Commitment	Impact of Leadership and Management	Job Stress	Job Performance
	<i>r</i>	<i>r</i>	<i>r</i>	<i>r</i>	<i>r</i>
Workload	.326**	.295**	.162**	.733**	.466**
Mental Health	.313**	.215**	.141*	.720**	.426**
Organizational Support	.296**	0.098	0.104	.572**	.325**
Burnout	.350**	.227**	.152**	.759**	.455**

Job stress demonstrates the highest connection between burnout and employee workload performance. Higher stress levels indicate that they play an essential role in burnout development, thus impairing employee job performance (Chen *et al.*, 2022) <sup>[16]</sup>. Managing excessive work requirements by workers leads to reduced effectiveness, higher mistakes, and decreased productivity because of high occupational stress (Giorgi *et al.*, 2021). Hence, a strong relationship exists between workload and burnout and decreased job performance findings. Moreover, studies show that workload is a leading indicator of burnout development and diminishing performance quality in employees subject to heavy workloads (Salanova *et al.*, 2022).

Meanwhile, the relationship between mental health demonstrates a significant statistical association showing workers with psychological issues because burnout tends to show diminished performance indicators at work. It is also found that poor mental health impairs concentration, motivation, and job efficiency (Chen & Westman, 2023) <sup>[71]</sup>. Hence, job performance has an opposite relationship with burnout, indicating that as job performance increases, burnout decreases alongside productivity and satisfaction (Kim *et al.*, 2024).

On the other hand, investigation reveals that organizational support demonstrates a moderate connection between work stress and performance levels. Employees without organizational backing tend to experience burnout, reducing their job performance (Lei *et al.*, 2024) <sup>[40]</sup>. With this, strong workplace support structures decrease burnout by enhancing workplace performance (Bakker & de Vries, 2020) <sup>[57]</sup>. Moreover, perceived organizational support significantly influences employee outcomes by fostering greater job satisfaction, psychological well-being, motivation, and productivity (Muhammad *et al.*, 2022). It has been shown to reduce levels of job burnout, increase workplace satisfaction, and decrease turnover and absenteeism rates, thereby contributing to the long-term success and stability of the organization (Moustafa *et al.*, 2024) <sup>[46]</sup>.

Additionally, job satisfaction correlates with the role of organizational commitment, while both remain statistically significant in their relationship with burnout (Maslach &

Leiter, 2020). Research shows that the impact of leadership and management exhibits the least correlation as it affects burnout less than stress and workload (Pladdys, J., 2024) <sup>[51]</sup>. However, the employee perception of organizational support is critical in improving their satisfaction, well-being, motivation, and productivity. It helps mitigate burnout by addressing emotional exhaustion and promoting a supportive work environment, reducing absenteeism and turnover while enhancing organizational performance (Kelly *et al.*, 2021) <sup>[33]</sup>.

Furthermore, the connection between job performance and burnout depends mainly on workplace stress, workload intensity, and employee mental health status (Amer *et al.*, 2022) <sup>[6]</sup>. The combination of workload reduction, mental health support, and a positive work environment is the key organizational approach to reducing burnout effects on job performance (Kim *et al.*, 2024).

Additionally, workload, mental health, organizational support, and burnout influence job satisfaction, organizational commitment, leadership effects, job stress, and performance (Rollins *et al.*, 2021) <sup>[55]</sup>. However, positive outcomes of job stress are inversely related to workload and burnout and moderated by leadership and organizational support (Salama *et al.*, 2022) <sup>[56]</sup>. In addition, mental health shows a strong connection to job satisfaction and performance, implying that organizations need to underline the importance of welfare programs for workload, stress, and mental support.

An effective leader and manager correlate substantially with organizational commitment, job satisfaction, and performance (Dubey, Patak, & Sahu, 2023) <sup>[21]</sup>. Moreover, there is a moderate relationship between leadership and work satisfaction and a high correlation between leadership and job stress. Leadership directly influences job satisfaction and performance, especially in a highly stressed work environment such as hospitality (Liu *et al.*, 2021) <sup>[41]</sup>. It also influences occupational stress and how employees cope with overload and burnout (Salama *et al.*, 2022) <sup>[56]</sup>. Hence, leadership can significantly reduce the negative impact of workload and stress.

On the other hand, burnout negatively affects job satisfaction, organizational commitment, and job

performance (Singh *et al.*, 2021). It is also concluded that burnout raises job stress and lowered job satisfaction, particularly given the high correlation between burnout and job stress. However, burnout personnel can still perform their work provided the leaders and resources support are met (Choi & Kim, 2022) <sup>[49]</sup>.

#### Relationship between burnout and intention to quit

Table 5 shows the relationship between burnout and intention to quit factors. The results show that all the relationships are significant with burnout, and the religious-cultural factor has the strongest relationship ( $r=0.695$ ), followed by mental health and religious-cultural factor ( $r=0.651$ ), and burnout and intention to quit ( $r=0.646$ ).

**Table 5:** Relationship between burnout and intention to quit

Intention to quit	Burnout		
	Workload	Mental Health	Organizational Support
	r	r	r
Emotional Exhaustion	.419**	.413**	.349**
Diminish of Personal Accomplishment	.456**	.446**	.413**
Depersonalization	.525**	.592**	.513**
Religious-Cultural Factor	.598**	.651**	.601**
Intention to Quit	.576**	.605**	.539**

\*\*Significant at  $p\text{-value} \leq 0.05$

Research findings demonstrate that the intention to quit firmly correlates with burnout, while religious-cultural factors maintain the highest relationship value. Culture and religion heavily affect how employees respond to burnout because these factors shape their methods to cope with stress, along with their resilience capabilities and job stress perceptions (Ali *et al.*, 2023). Cultural norms determine how people view work-related pressure, emotional expression, and seeking support (Pourmand, V., 2021) <sup>[52]</sup>. Similarly, religion can offer coping tools such as prayer and meditation, which may help individuals manage stress more effectively (Upenieks, L., 2023) <sup>[61]</sup>.

Moreover, employees experiencing poor mental health show a higher tendency to think about leaving their jobs. Studies show that anxiety and depression caused by burnout will lead employees to consider leaving their jobs (Giorgi *et al.*, 2021). Increased workload and unfavorable organizational support are strongly connected with their desire to resign. Hence, the combination of excessive work and inadequate support creates stress that drives employees toward seeking new jobs (Salanova *et al.*, 2022). The high demands in work factors such as schedules and heavy workload, and lack of resources such as poor training and poor team dynamics also create burnout, low morale, and increased turnover, which adds to the factors of employees deciding to leave (Rollins *et al.*, 2023).

Intention to quit showed the highest correlation with depersonalization, indicating that emotionally distant employees are likelier to leave their workplace. When employees feel unappreciated through their work achievements, they become more inclined to consider quitting (Kim *et al.*, 2024). Lack of recognition can lead to decreased motivation, job dissatisfaction, and a sense of being undervalued, which urges employees to look for opportunities where their efforts are acknowledged (Jo & Shin, 2025) <sup>[31]</sup>. The relationship between emotional exhaustion and moderate strength is shown. This implies that worker fatigue and stress levels influence quitting

Meanwhile, among the significant associations, the relationship between organizational support and emotional exhaustion ( $r=0.349$ ), diminished personal accomplishment ( $r=0.413$ ), and mental health and emotional exhaustion ( $r=0.413$ ) have the lowest associations.

The strongest relationships are found between burnout and the religious-cultural factor, suggesting that personal beliefs and values play a key role in influencing employees' desire to leave. Mental health also shows a strong link with resignation intentions, which impacts the psychological well-being of turnover risks. On the other hand, the weakest associations imply that while these factors contribute to burnout and resignation, their influence is less direct compared to other variables.

intentions, but they do not drive this behavior (Baquero, A., 2023) <sup>[11]</sup>.

The sizable relationship between work burnout levels and quitting decisions demonstrates that burnout determines to a large degree when employees decide to leave their work. Labor force retention rates decrease when organizations implement burnout protection strategies, which include workload administration and mental health support with a proactive leadership presence (Chen & Westman, 2023) <sup>[71]</sup>. Lastly, workload has been studied about burnout. A positive relationship between workload and emotional exhaustion with more stress when the workload is high is proven by studies (Sengupta & Saha, 2021). Workload also affects the low level of personal accomplishment because when overworked, one feels helpless and ineffective in one's duties, similar to recent studies (Vasilenko *et al.*, 2020). It was also revealed that emotional disconnection at work is likely to occur if the workers are stressed and pointed to the relationship between workload and depersonalization (Nguyen *et al.*, 2022).

#### Relationship between intention to quit and job performance

Table 6 shows the relationship between the intention to quit and the job performance of restaurant employees in selected restaurants in Davao City. The table shows that there is a strong association between job stress and its relationship to religious-cultural factors ( $r=0.489$ ), intention to quit ( $r=0.453$ ), and depersonalization ( $r=0.422$ ). Meanwhile, there is an inverse association between emotional exhaustion and its relationship to the impact of leadership and management ( $r=-0.207$ ), the role of organizational commitment ( $r=-0.199$ ), and the relationship of the depersonalization and impact of leadership and management ( $r=-0.165$ ).

The strongest associations suggest that higher stress levels are closely linked to increased thoughts of leaving, particularly in relation to personal values and emotional



detachment. Conversely, inverse associations indicate that strong leadership and a sense of belonging may help reduce

emotional fatigue and lessen the likelihood of employees detaching from their work or considering resignation.

**Table 6:** Relationship between intention to quit and job performance

Intention to quit	Job Performance				
	Job Satisfaction	Role of Organizational Commitment	Impact of Leadership and Management	Job Stress	Job Performance
	r	r	r	r	r
Emotional Exhaustion	-0.07	-.199**	-.207**	.329**	-0.053
Diminish of Personal Accomplishment	-0.059	-.159**	-.141*	.330**	-0.013
Depersonalization	0.04	-.164**	-.211**	.422**	0.015
Religious-Cultural Factor	.225**	0.002	0.003	.489**	.213**
Intention to Quit	0.034	-.155**	-.165**	.453**	0.042

\*\*Significant at p-value  $\leq 0.05$

The increase in job stress levels causes employees to have strong intentions to quit (Giorgi *et al.*, 2021). As stress accumulates from excessive workload, lack of support, role ambiguity, or interpersonal conflict, employees may feel overwhelmed, emotionally exhausted, and disengaged, especially in hospitality. These negative experiences reduce job satisfaction and organizational commitment, which leads individuals to consider resignation as a means of coping or seeking better work conditions (Wongsuwan *et al.*, 2023) [65]. The religious-cultural values within workers demonstrated a positive relationship to job stress as they shape employee perspectives on workplace tension. These characteristics influence work ethics and resilient coping mechanisms, but their effect on stress depends on an employee's beliefs (Liang *et al.*, 2023) [67]. Additionally, job stress contributes to depersonalization by decreasing the sense of accomplishment, causing disengagement from work, or creating a distant, indifferent attitude toward employees (Salama *et al.*, 2022) [56].

The role of organizational commitment and the impact of leadership and management present negative correlations against the intention to quit because workers with strong commitment and those who recognize excellent leadership are less inclined to leave their jobs (Novruzov, S., 2024) [48]. The findings reveal that staff members who experience organizational support through their company tend to remain loyal and steadfast in their positions (Kim *et al.*, 2024). Meanwhile, employees who feel detachment or lack a sense of achievement tend to show greater intent to leave their organization based on the findings of depersonalization and personal accomplishment (Nagle *et al.*, 2024) [47].

Job performance relations between these variables demonstrate generally weak statistical significance. The strength between religious-cultural factors and performance stands, thus showing that employees with strong attachments to culture or religion can continue working well even if they consider resigning (Taylor, D., 2023) [59]. Job performance measurements have no direct connection with the desire to leave because certain employees maintain high work levels despite their resignation intentions (Bakker & de Vries, 2020) [57]. Organizations should combine performance retention with damage reduction by supporting team members through stress reduction efforts alongside supportive workplace policies (Chen & Westman, 2023) [71]. Some of the studies show that well-developed leadership and management measures can effectively reduce the burnout level. Hence, supportive and transformative leadership reduces emotional fatigue by enhancing the

organizational climate (Kumar & Gupta, 2022) [36]. This brings about a weak leadership that promotes depersonalization. Organizational factors like organizational fairness and effective communication can also help support the efforts to avoid a wish to resign among the leaders. Established excellent leadership reduces employees' tendency to resign, supporting the notion that leadership affects the choice to leave the job (Khan, Rehmat, & Butt, 2020) [34]. On the other hand, stress at the workplace and, more so, emotional exhaustion and depersonalization are some of the leading causes of burnout. That is why excessive levels of job stress lead to emotional exhaustion and depersonalization, although the values obtained differ in amount (Kong, Wang, & Chair., 2021).

#### Path coefficients among the variables

Table 7 shows the path coefficients among the variables. The path coefficient for ITQ to job performance is -0.414, with a 95% confidence interval of -0.530 to -0.298. This negative relationship indicates that higher intentions to quit are associated with lower job performance. Counterintuitively, the path coefficient from burnout to job performance was 0.655, with a 95% confidence level between 0.547 and 0.764. This positive association means that increased burnout was related to decreased performance at work.

Meanwhile, the path coefficient for burnout to ITQ is 0.602, with a 95% confidence level from 0.522 to 0.682. This positive relationship means higher burnout levels were associated with a higher intention to quit. The relationship is statistically significant since the z-value = 14.740 and the p-value is <.001.

The negative relationship between intention to quit (ITQ) and job performance suggests that employees who are considering resignation tend to show decreased productivity, possibly due to reduced motivation, focus, or engagement. On the other hand, the unexpected positive association between burnout and job performance indicates that some employees may continue to perform well despite high levels of stress, likely driven by internal pressure or job demands. However, this pattern is unsustainable and may lead to serious long-term issues such as health problems or eventual turnover. Moreover, the strong positive link between burnout and ITQ reinforces that burnout significantly increases the likelihood of resignation. These findings imply that while performance may remain high temporarily, unaddressed burnout can undermine long-term workforce stability.

**Table 7:** Path coefficients among the variables.

95% Confidence Interval								
			Estimate	Std. Error	z-value	p	Lower	Upper
ITQ	→	Job Performance	-0.414	0.059	-6.971	< .001	-0.53	-0.298
Burnout	→	Job Performance	0.655	0.055	11.837	< .001	0.547	0.764
Burnout	→	ITQ	0.602	0.041	14.74	< .001	0.522	0.682

The intention to quit and job performance are accorded with the social exchange theory, which states that employees and their organizations are based on reciprocal exchanges. When employees perceive recognition, just treatment, and fair support from their organization, they feel obligated to reciprocate through positive attitudes and behaviors, such as good performance (Ahmad *et al.*, 2023) <sup>[3]</sup>. This trend in this study suggests that when workers mentally disengage due to dissatisfaction or plans to resign, their focus, work quality, and output decline.

On the other hand, the Job Demands-Resources model is related to the result of the burnout and job performance estimates, whereby high job demands, leading to increased burnout, negatively correlate with job performance. According to the JD-R model, when job demands become heavier due to excessive workload, time pressure, or emotional strain, they exceed available resources. Hence, employees are more likely to experience burnout (Kaihlainen, 2023) <sup>[32]</sup>. This increased burnout is typically associated with decreased job performance, as prolonged strain diminishes energy, motivation, and cognitive functioning (Bakker & Demerouti, 2022).

Furthermore, the Theory of Planned Behavior helps interpret the mediating role of intention to quit. In this theory, behavioral intentions are shaped by attitudes, perceived control, and social norms, and they often precede actual behavior (Archie *et al.*, 2022) <sup>[9]</sup>. Hence, burnout influences employees' attitudes toward their job negatively by heightening their intention to leave, which then manifests in reduced engagement, and performance even before resignation occurs.

Lastly, the Conservation of Resources theory accords with

the findings, as workers are likely to quit when they burn out to retain the few remaining resources (Farkash *et al.*, 2022) <sup>[23]</sup>. Employees may leave their jobs to protect their remaining emotional and psychological resources from further depletion.

#### Relationship among intention to quit, burnout, and job performance in terms of direct, indirect, and total effects

Table 8 presents the relationship between burnout, intention to quit (ITQ), and job performance through direct and indirect effects. The direct path shows that burnout significantly improves job performance with an estimate of 0.655 and a 95% confidence interval of 0.547 to 0.764. However, the indirect effect of burnout on job performance, mediated by ITQ, reveals a significant negative impact with an estimate of -0.249 and a 95% confidence interval of -0.327 to -0.172. Meanwhile, when considering both the direct and indirect paths, the total effect of burnout on job performance remains positive, with an estimate of 0.406 and a 95% confidence interval of 0.317 to 0.495. The direct effect indicates that burnout appears to increase job performance. This could mean that employees, despite feeling burned out, continue to meet work demands-likely due to personal commitment, pressure, or fear of consequences. In contrast, the indirect effect suggests that burnout increases resignation intentions, which then reduce job performance. Employees experiencing both burnout and the desire to leave are likely to disengage, lowering their work output. Hence, when both paths are combined, the total effect remains positive, but the negative indirect effect reveals that burnout still poses a hidden threat to performance, especially when it leads to turnover intentions.

**Table 8:** Parameter estimates among the variables

Direct effects								
			Estimate	Std. Error	z-value	p	95% Confidence Interval	
							Lower	Upper
Burnout	→	Job Performance	0.655	0.055	11.837	< .001	0.547	0.764
Indirect effects								
			Estimate	Std. Error	z-value	p	95% Confidence Interval	
							Lower	Upper
Burnout	→	ITQ → Job Performance	-0.249	0.040	-6.302	< .001	-0.327	-0.172
Total effects								
			Estimate	Std. Error	z-value	p	95% Confidence Interval	
							Lower	Upper
Burnout	→	Job Performance	0.406	0.046	8.920	< .001	0.317	0.495

**Note:** Delta method standard errors, normal theory confidence intervals, ML estimator.

While burnout can temporarily fuel higher performance, it fosters psychological withdrawal, reducing motivation and productivity through increased turnover intentions (Salama *et al.*, 2022) <sup>[56]</sup>. This dual effect aligns with the Job Demands-Resources (JD-R) model. This model suggests that high job demands without adequate resources lead to burnout, decreased personal energy, increased ITQ, and diminished job performance (Han, W., 2024). The findings

challenge traditional views, as literature has long maintained that burnout is antithetical to job performance. It was also emphasized that emotional exhaustion from burnout undermines cognitive and physical functioning, rendering employees less competent in their roles (Maslach *et al.*, 2021). Similarly, a study noted that burnout erodes drive and vigor, directly weakening work output (Leiter *et al.*, 2021). Furthermore, Maslach *et al.* (2020) argued that the

intention to quit often accompanies burnout, resulting in low emotional and psychological attachment to one's job and, thus, lower performance. Schaufeli and Bakker (2021) expanded on this by concluding that burnout not only diminishes immediate job performance but also weakens the motivation to maintain or improve it due to the persistent negative emotional state associated with burnout.

### Conclusion and Recommendation

This study examined burnout and job performance levels as mediated by intention to quit among hospitality employees in Davao City. The results revealed that the overall level of burnout among employees was moderate, indicating that while employees are not experiencing extreme emotional fatigue, there is still a moderate presence of stress-related symptoms. Similarly, emotional exhaustion, depersonalization, and diminished personal accomplishment were moderate, reflecting a generally balanced but potentially fragile emotional state in the workforce. Job satisfaction was relatively high, suggesting that employees maintain a generally positive outlook on their work environment. Meanwhile, the intention to quit was rated as moderate, which signals the absence of immediate plans to resign but also points to a vulnerability that organizations must address to retain staff. The neutrality in perceived mental health and organizational support also reveals potential improvement areas, particularly in building stronger emotional and institutional backing for hospitality workers.

Leadership and management were rated positively, reflecting the beneficial role of effective leadership in enhancing job satisfaction and employee morale. Additionally, job stress was perceived moderately, and religious-cultural factors were found to influence both burnout and intention to quit significantly. This finding highlights the need to consider cultural dynamics when developing employee support programs. The statistical analysis further revealed a substantial direct effect of burnout on job performance. Despite experiencing burnout, some employees may still push themselves to perform well. However, the indirect effect of burnout on performance through the intention to quit was adverse, indicating that burnout contributes to withdrawal behaviors and reduces job effectiveness when employees consider leaving. The total effect remained positive, confirming a partial mediation of intention to quit in the relationship between burnout and performance. This aligns with the Job Demands-Resources (JD-R) model, which explains how job demands such as emotional strain lead to burnout and reduced performance, and the Conservation of Resources (COR) theory, which posits that employees seek to preserve their remaining psychological and emotional resources by withdrawing when overwhelmed.

Moreover, the Theory of Planned Behavior (Archie et al., 2022) <sup>[9]</sup> offers a compelling lens to interpret these results. According to TPB, intention is the immediate antecedent of behavior and is shaped by attitudes, subjective norms, and perceived behavioral control. In this case, burned-out employees may develop an intention to quit due to negative workplace experiences, lack of perceived support, and peer experiences. This intention then manifests in behavioral disengagement and lower performance.

Based on these findings, several recommendations are warranted. First, it is essential to revisit and validate the

instrument used in this study by conducting Cronbach's alpha testing to ensure the reliability and consistency of all subscales measuring burnout, job satisfaction, and turnover intention. In addressing the neutral perceptions of mental health and organizational support, companies should implement regular mental health and wellness initiatives, including stress management workshops, counseling services, and mindfulness programs. Since leadership was found to play a key role in employee satisfaction, leadership training focused on emotional intelligence, burnout recognition, and workload management is highly recommended. Additionally, to prevent turnover among high-performing but burned-out employees, organizations should consider providing meaningful rewards and recognition, including performance-based incentives, appreciation programs, or non-monetary perks such as flexible work arrangements.

Given the moderate yet significant impact of job stress and burnout on intention to quit, employers should also regularly monitor employee stress and satisfaction levels through confidential surveys and respond promptly to concerns. Programs that promote work-life balance, such as schedule flexibility, adequate time-off policies, and manageable workloads, can help maintain or improve employee well-being. Furthermore, recognizing the influence of religious-cultural values, workplace practices should incorporate inclusive and culturally sensitive policies that support diverse identities, which may help reduce emotional exhaustion and reinforce commitment. Lastly, establishing feedback mechanisms for employees to express concerns and participate in decision-making processes may help organizations stay attuned to early signs of burnout and dissatisfaction and intervene constructively.

Through these targeted interventions, hospitality organizations in Davao City and beyond can address the complex interplay between burnout, performance, and intention to quit-hence, fostering a more supportive, resilient, and high-performing workforce.

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