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Organizational citizenship behaviour relationship on challenge stress, hindrance stress and turnover intention in hotel industry employees in Java island

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ABSTRACT

The high employee turnover rate in the hotel industry on Java Island, influenced by work stress and organizational behavior, poses a significant challenge to operational sustainability and service quality in this sector. This study examines the relationship between Organizational Citizenship Behavior (OCB), Challenge Stress (CS), Hindrance Stress (HS), and Turnover Intention (TI) among employees in the hotel industry on Java Island. The research investigates the distinct roles of OCB at the individual level (OCBI) and organizational level (OCBO) in influencing stress perceptions and employee turnover intentions. A quantitative approach was utilized, involving 220 hotel employees from various regions in Java. Data was collected using online questionnaires and analyzed using Structural Equation Modeling (SEM) with the SmartPLS tool. The findings reveal that OCBO significantly influences CS positively and HS significantly, while OCBI does not significantly impact either type of stress. Furthermore, HS has a strong positive effect on TI, whereas CS shows no significant impact. Interestingly, OCBO also exhibits a direct positive influence on TI. These results suggest that while OCB behaviors can enhance organizational functioning, they may also inadvertently contribute to stress and turnover intentions, especially when organizational support is insufficient. This study highlights the nuanced effects of OCB in the high-pressure context of the hotel industry. Practical implications include the need for organizations to balance employee contributions with adequate rewards and stress management strategies. Future research should explore additional moderating factors, such as organizational culture and job resources, to better understand the dynamics of stress and turnover in the hospitality sector.

Keywords:

Organizational citizenship
Behaviour
Work Stress
Turnover intention
Hospitality
Java

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Introduction

Java Island is one of the main tourism hubs in Indonesia, offering various attractions ranging from natural beauty, cultural richness, to modern tourism in major cities like Jakarta, Bandung, Yogyakarta, and Surabaya. Tourism on Java Island significantly contributes to both the local and national economy, with the hospitality industry being one of the key supporting sectors (Hampton & Clifton, 2016). However, challenges such as changing tourist trends, high competition, and the impact of the COVID-19 pandemic have significantly affected hotel operations.

The hotel industry on Java Island has contextual characteristics that influence work stress levels and Organizational Citizenship Behavior (OCB). A work culture that demands excellent service and high responsiveness to guest needs often creates significant work pressure. Intense competition among hotels, particularly in major cities like Jakarta, Bandung, and Surabaya, amplifies performance demands while fostering a sense of job insecurity among employees. Additionally, fluctuations in the local economy can affect hotel occupancy rates, potentially adding to employees' psychological burden. The COVID-19 pandemic had a profound impact, causing a sharp decline in occupancy rates, which triggered stress due to job uncertainty, reduced OCB as employees tended to prioritize personal interests, and increased turnover intention due to industry instability. In this context, hotels on Java Island face significant challenges in maintaining human resource performance while navigating economic recovery. (Hermawan et al., 2018)

One of the main sources of foreign exchange income in Indonesia is the tourism sector (Bank Indonesia, 2018). During the COVID-19 pandemic in 2021, tourism in Indonesia was ranked 32nd among 117 countries (World Economic Forum, 2022). This shows that the potential for tourism development in Indonesia is very large (Adenisa A, 2020). While the tourism sector is a labor-intensive sector that will absorb a lot of labor (Sanaubar et al., 2017). The potential development of the tourism sector in Indonesia shows the importance of human resource development in the hotel industry sector in Indonesia. The hotel industry is an industry that has a high turnover rate (Hinkin & Tracey, 2000). Salah satu studi yang dilakukan oleh American Hotel and Motel association menunjukkan bahwa tingkat turnover yang terjadi dalam industri perhotelan termasuk tinggi, karena mencapai 50% pada level non manajerial dan mencapai 25% pada level manajerial (Mwilu, 2016). In 2021, the accomodation and food service industry in America also showed a high turnover rate, which was 86.3% (US Bureau of Labor Statiistic, 2021).

The phenomenon of high employee turnover rates is also prevalent in Indonesia's hospitality industry. According to Andriani et al., 2021 the turnover intention rate among hotel employees in Indonesia ranges from 11% to 38% per year. This figure is considered high, given that the average employee turnover rate in Indonesia is approximately 5% to 10% per year (Mardiana et al., 2014). High turnover rates require special attention, as they can negatively impact organizational performance and the operational sustainability of the hospitality industry. One factor contributing to this phenomenon is job insecurity and job stress, which are commonly experienced by employees in the hospitality sector (Sundari et al., 2022). states that these factors can increase employees' tendency to consider leaving their jobs. Uncertainty about job security and high work pressure can lead to decreased job satisfaction and employee loyalty, ultimately exacerbating turnover rates in the industry.

Employees in the hospitality industry face many provocations and challenges in completing their tasks or work (Choi & Kim, 2012). One of the tough challenges faced by hotel employees is work stress. Extended work hours, diverse behaviors, strenuous work with minimal pay, and lack of feedback on performance lead to high levels of fatigue and stress (O' Neill & Davis, 2011). With the passage of time, work stress can reduce work performance and increase employee turnover intention (Salama et al., 2022). Not all job stress is bad for employees (Rodell & Judge, 2009). It's important to distinguish between challenge stress reactions and hindrance stress. Challenge stress tends to be positively related to employee motivation and well-being, whereas hindrance stress tends to weaken them (Crawford et al., 2010). In this study, researchers divided stress into two, namely challenge stress and hindrance stress.

Challenge stress refers to a type of work-related stress that is considered motivating, as it is associated with challenges that can enhance performance, such as additional responsibilities, ambitious targets, or opportunities for self-development (Awotinde, 2021). In this context, challenge stress often drives employees to adapt and exhibit extra-role behaviors, such as helping colleagues, volunteering, or contributing beyond their formal duties, which are manifestations of Organizational Citizenship Behavior (OCB). Previous studies by (Jiang et al., 2020) suggest that challenge stress can positively influence OCB by fostering a sense of accomplishment and increasing work engagement.

However, its effects may vary in the hospitality industry, where high operational demands and service expectations can amplify this relationship. For instance, hotel employees who feel challenged by the need to deliver high-quality service are more likely to assist coworkers or take extra initiatives to ensure customer satisfaction. Nevertheless, if not managed properly, challenge stress can turn into hindrance stress, which may reduce employees' willingness to engage in OCB.

Hindrance stress refers to stress that is perceived as obstructing goal achievement, such as cumbersome bureaucracy, role conflicts, or a lack of resources to support tasks (Awotinde, 2021). In this context, hindrance stress tends to negatively correlate with OCB, as employees who feel hindered are less motivated to assist colleagues or contribute beyond their formal duties. In the hospitality industry, factors like heavy job demands, unpredictable work schedules, or limited control over workloads can exacerbate the effects of hindrance stress. Hotel employees experiencing such conditions often focus on completing core tasks, while voluntary behaviors or additional initiatives become lower priorities. This can reduce team cohesion and customer satisfaction, ultimately impacting organizational performance. Therefore, effectively managing hindrance stress is essential to minimizing its adverse effects on OCB.

Organizational Citizenship Behavior (OCB) is an act or behavior of an employee who voluntarily does something that is not his main duty, but the action done brings good to the company (Aldag & Wayne Reschke, 1997). In some studies, Organizational Citizenship Behaviour (OCB) Often considered a variable that has a positive impact on employee performance (Luthans Fred, 2006; Robbins & Judge, 2013). However, recent studies have shown that high levels of OCB can have a negative impact on individuals (Bolino et al., 2013; Irshad & Bashir, 2020). Organizational Citizenship Behavior (OCB) requires employees to fill a number of roles simultaneously. Thus, employees who exhibit high OCB may experience workload overload and consequently perceive their work as stressful (Bolino & Turnley, 2005). Employees with high OCB can also experience role conflict and ambiguity regarding their true job definition which can also affect their job stress levels (Belogolovsky & Somech, 2010).

Organizational Citizenship Behavior (OCB) is highly relevant within the cultural work context in Indonesia, especially in the hospitality industry, which emphasizes service rooted in hospitality and interpersonal excellence. Indonesia's work culture often prioritizes collectivist values, such as teamwork, loyalty, and respect for hierarchy, which align well with OCB. In the hospitality sector, where operational success frequently relies on individual initiatives beyond formal duties, OCB becomes a crucial element in ensuring customer satisfaction and seamless operations. However, the influence of organizational culture and these social values may vary depending on local factors, such as societal norms, competitive pressures, and the management style implemented. Understanding how OCB is shaped by Indonesia's cultural context can help hospitality organizations design strategies that encourage proactive behavior, foster employee collaboration, and enhance commitment to shared goals.

Previous research has shown that OCB can be distinguished empirically based on whether the behavior favors other individuals (OCBI) or the organization at large (OCBO). OCBI includes OCB which is conceptually categorized as altruism, cheerleading, courtesy, and peacekeeping (Nyarioko, 2018); (OYEBISI, 2016), while OCBO includes OCB which is categorized as civic virtue, conscientiousness, and sportsmanship. (Ndoja & Malekar, 2020). OCBI (Organizational Citizenship Behavior Individual) and OCBO (Organizational Citizenship Behavior Organization) play vital roles in fostering a collaborative work environment and supporting organizational performance. Challenge stress, as a positive form of stress that promotes growth and development, often enhances both OCBI and OCBO because employees feel motivated to contribute more to their colleagues (OCBI) and the organization (OCBO).

For example, motivating work challenges can encourage employees to proactively assist coworkers or support the company's strategic goals. On the other hand, hindrance stress, which refers to obstacles such as bureaucracy or role conflicts, has the opposite effect. This type of stress can diminish the motivation to exhibit OCBI and OCBO, as employees feel trapped in situations that hinder their productivity and well-being. Both types of stress also influence turnover intention. Challenge

stress, when effectively managed, can reduce turnover intention because employees feel motivated and valued. Conversely, hindrance stress tends to increase turnover intention as employees experience frustration and seek a more supportive work environment. Understanding the relationships between these variables is crucial, particularly in the hospitality industry, where high work pressure and intense competition are prevalent.

Previous studies have extensively explored the relationships between Organizational Citizenship Behavior (OCB), challenge stress, hindrance stress, and turnover intention across various sectors, including the hospitality industry. Research (Ozer et al., 2014b) indicates that challenge stress often contributes positively to enhancing OCB, both at the individual level (OCBI) and organizational level (OCBO), as this type of stress motivates employees to contribute more. In contrast, hindrance stress has been found to have a negative relationship with OCB, as it tends to diminish employee motivation and productivity (Khelifat, 2021). In the context of turnover intention, studies suggest that challenge stress can reduce employees' intention to leave by fostering a sense of accomplishment (Ghani et al., 2022), whereas hindrance stress increases turnover intention due to frustration and job burnout (Salama, 2022). Specific studies focusing on Java Island, with its unique hospitality industry characteristics, remain limited. This research aims to fill that gap by exploring the dynamics of these variables among hotel employees in this region.

The purpose of this study is to analyze the relationship between Organizational Citizenship Behaviour (OCB), challenge stress, hindrance stress, and turnover intention among hospitality industry employees in Java. This study aims to explore how challenge stress can increase OCB behaviours, both individual (OCBI) and organizational (OCBO) focused, and how hindrance stress can reduce employees' motivation to participate in OCB. In addition, this study also aims to investigate the effect of both types of stress on employee turnover intention, focusing on how employees exposed to challenge stress are less likely to leave the organization than those who experience hindrance stress. Through this research, it is hoped to provide deeper insights into the dynamics of work stress in the hospitality sector and provide practical recommendations for human resource management in managing work stress and improving employee engagement and retention in the hospitality industry in Java Island

Methods

This study used a quantitative approach with a correlational research design to analyse the relationship between Organizational Citizenship Behaviour (OCB), challenge stress, hindrance stress, and turnover intention in hospitality industry employees in Java. This design was chosen to explore the extent to which the variables are interconnected and to identify the influence between job stress factors on employee behaviour and turnover intention. The data obtained will be analysed to see the patterns of relationships between variables and provide insights into the dynamics in the hospitality sector, especially in Java Island, which has unique hospitality industry characteristics, such as high levels of competition and varied demands from the tourism market.

The population in this study is Indonesian citizens (WNI) who work in the hotel industry on the island of Java. This individual was chosen because this study aims to determine the relationship between OCBI and OCBO on work stress and turnover intention in the hospitality industry. The sampling technique used is purposive sampling, which is the deliberate selection of samples based on certain criteria. The criteria in this study is an Indonesian citizen who works in the hotel industry in a 3-star hotel on the island of Java as a permanent employee. The number of samples in this study was determined based on the number of indicators multiplied by 5 to 10 (Hair Jr et al., 2016). In this study, 29 indicators were used. So with this calculation, the minimum limit of $29 \times 5 = 145$ samples and the maximum limit of $29 \times 10 = 290$ samples are produced. This study will take an average of the minimum and maximum limits, so it will use 220 samples.

In this study, primary data was obtained from questionnaire answers distributed online with respondents who were Indonesian citizens (WNI) who worked in 3-star hotels on the island of Java

as permanent employees. The data collected includes respondent characteristics, and respondents' responses regarding OCBI, OCBO, Challenge Stress, Hindrance Stress, and Turnover Intention. The Likert scale is used to assess the intensity of statements on each research variable, with a range of values from 1 (strongly disagree) to 5 (strongly agree).

Table 1. Operational Definition of Variables

Variables	Definition	Indicator
OCBO	OCBO is a behavior that helps the organization (Hermanto & Srimulyani, 2022)	- organizational interests, - prudence, - conscientiousness, - civic virtue, - sportsmanship (Hermanto & Srimulyani, 2022)
OCBI	OCBI behaviour is targeted to help personally or in a specific group (Hermanto & Srimulyani, 2022)	- altruism, - courtesy, - peacekeeping, - cheerleading efforts (Hermanto & Srimulyani, 2022)
Challenge Stress	Challenge stress refers to a type of work-related stress that is considered motivating, as it is associated with challenges that can enhance performance, such as additional responsibilities, ambitious targets, or opportunities for self-development (Awotinde, 2021)	- stress demands of work, - the workload, - time constraints, - job accountability - job intricacy. (Bakar et al., 2015)
Hindrance Stress	Hindrance stress refers to stress that is perceived as obstructing goal achievement, such as cumbersome bureaucracy, role conflicts, or a lack of resources to support tasks (Awotinde, 2021)	- inflexible bureaucracy, - imprecise roles, - roles and interpersonal conflict, - task disturbance - any internal politics of the organization (Bakar et al., 2015)
Turnover Intention	Turnover intention is an employee's desire or intention to leave their job within an organization, whether to seek other employment, transition to a different sector or industry, or exit the workforce entirely (Agarwal & Sajid, 2017)	- Work-Life Balance - Personality-Job Fit - Job Stress - Employee Relations - Compensation - Physical Work Environment - Job Satisfaction - Organizational Culture - Career Development - Organizational Commitment (Halim & Antolis, 2021)

The analysis process begins with construct validity and reliability tests using Composite Reliability (CR) and Average Variance Extracted (AVE), which aim to ensure that the measurement instruments

in this study are reliable and valid. CR values greater than 0.7 and AVE values greater than 0.5 indicate that the constructs in the model can be measured properly. After the measurement model stage, this study continued by testing the structural model to determine the relationship between variables. At the structural model analysis stage, the Path Coefficients test was conducted to see the strength and direction of the relationship between Challenge Stress, Hindrance Stress, OCB, and Turnover Intention. This relationship is tested using the Bootstrapping technique to measure path significance. Paths that have t-statistics values greater than 1.96 are considered significant with a significance level of 0.05.

Potential bias in this research method can arise from several sources, mainly due to the use of online questionnaires as data collection instruments. Respondent bias can occur if respondents provide inaccurate or inconsistent answers, for example because they feel the need to provide answers that are considered socially 'correct' (social desirability bias) or due to lack of attention when filling out the questionnaire, which is often called response fatigue. In addition, measurement bias can occur if questionnaire items are not well understood by respondents or if the instrument does not fully reflect the construct being measured. In the context of this study, it is possible that respondents' perceptions of work stressors, OCB, or turnover intention are influenced by situational factors, such as mood or environmental conditions when filling out the questionnaire, which may affect the accuracy of the data. To mitigate such biases, this study uses data validation techniques such as reliability and validity tests at the analysis stage, and includes clear instructions in the questionnaire to help respondents provide more accurate and relevant answers.

Results and Discussion

Descriptive Analysis of Respondents

Descriptive analysis was conducted to determine the characteristics of research respondents. This research questionnaire was distributed online using the Google Form application. From the distribution of questionnaires that have been carried out, 237 respondents were obtained. Of all respondents collected, summarized the characteristics of respondents which are presented in table 1.

Table 2. Descriptive Analysis of Respondent Data

Characteristics of Respondents	Group	Sum	Percentage
Gender	Male	104	44%
	Female	133	56%
Age	21-30	141	59%
	31-40	69	29%
	41-50	27	12%
Place of Work	DKI	17	7%
	DIY	58	25%
	Jawa Barat	58	25%
	Jawa Tengah	59	25%
	Jawa Timur	44	18%

The results showed the characteristics of the respondents who participated in this study. Based on gender, the majority of respondents were female with 133 people (56%), while men totalled 104 people (44%). In terms of age, the 21-30 years age group dominated with 141 respondents (59%), followed by the 31-40 years age group with 69 respondents (29%), and the 41-50 years age group with 27 respondents (12%). Based on the location of the workplace, the distribution of respondents was spread across various provinces in Java, with a relatively even number: DKI Jakarta 17 people (7%), Special Region of Yogyakarta (DIY) 58 people (25%), West Java 58 people (25%), Central Java 59 people (25%), and East Java 44 people (18%). This data reflects a demographic diversity that can provide a more comprehensive insight into the research context in the Java Island hospitality industry.

Uji Validitas dan Reliabilitas

Validity tests are used to measure the ability of a research instrument to measure the construct used. To obtain this, the validity test is focused on content validity. The validity of the content indicates that the items measured are sufficient and representative in describing a concept (Sekaran & Bougie, 2016). The validity test is carried out using outer loading on smartPLS. In conducting this test, observations were made on the value of Cronbach's alpha, Composite reliability, and Average Variance Extracted on each indicator. SmartPLS requires each indicator to have a minimum value of 0.7. However, according to Hair et al 2016, Indicators that have values between 0.4 and 0.7 can be said to be valid if they meet the minimum CR and AVE requirements. Based on the validity test conducted in table 2, it can be seen that the outer loading value ranges from 0.767 – 0.950 more than the required value of 0.7. This indicates that all question items have passed the validity test.

Table 3. Validity Test Results

	CS	HS	OCBI	OCBO	TI
CS1	0.918				
CS2	0.789				
CS3	0.943				
CS4	0.911				
CS5	0.884				
HS1		0.868			
HS2		0.895			
HS3		0.836			
HS4		0.918			
HS5		0.858			
OCBI1			0.826		
OCBI2			0.936		
OCBI3			0.858		
OCBI4			0.890		
OCBI5			0.936		
OCBI6			0.928		
OCBI7			0.867		
OCBI8			0.885		
OCBO1				0.917	
OCBO2				0.943	
OCBO3				0.855	
OCBO4				0.922	
OCBO5				0.936	
OCBO6				0.934	
OCBO7				0.950	
OCBO8				0.767	
TI1					0.894
TI2					0.905
TI3					0.896

Based on the validity test results in the table above, it can be seen that each indicator used in this study is worth more than 0.7, which means that it has passed the validity test. In addition, the items used in this study are declared valid. Reliability test results can be done by looking at the values of composite reliability (CR), Average Variance Extracted (AVE), and cronbach alpha (CA) (Sekaran & Bougie, 2016). An item is considered reliable in representing a variable if it meets the criteria of CR > 0.7, AVE > 0.5, and CA > 0.6 (Sekaran & Bougie, 2016). The results of reliability tests in this research can be seen in table 3.

Table 4. Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CS	0.934	0.947	0.950	0.793
HS	0.924	0.928	0.943	0.767
OCBI	0.963	0.968	0.969	0.795
OCBO	0.968	0.973	0.973	0.819
TI	0.881	0.883	0.926	0.807

From table 4 about the results of the reality test, it is obtained that the values of CA, CR, and AVE of all variables used are greater than required. This indicates that all variables pass the reliability test.

Hypothesis Test Results

H1,H2,H3,H4,H5,H6,H7,H8 tests were performed using a path test on the SmartPLS3 application. In determining the relationship between variables, it can be seen in the results of the Original Sample, T-Statistical, and p-values tests. The original value of the sample is used to see whether the relationship between variables is negative or positive, The relationship between variables is said to be significant if it meets the T-statistic requirements > 1.96 and p-values < 0.05 . The results of the path test in the SmartPLS3 application can be seen in table 5.

Table 5. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CS -> TI	-0.031	-0.029	0.066	0.466	0.641
HS -> TI	0.440	0.440	0.089	4.968	0.000
OCBI -> CS	0.011	0.012	0.047	0.228	0.820
OCBI -> HS	-0.010	-0.008	0.040	0.241	0.810
OCBI -> TI	-0.065	-0.063	0.048	1.358	0.175
OCBO -> CS	0.660	0.659	0.046	14.275	0.000
OCBO -> HS	0.831	0.831	0.024	34.147	0.000
OCBO -> TI	0.341	0.341	0.093	3.652	0.000

The results show that the relationship between Challenge Stress (CS) and Turnover Intention (TI) is not significant, with a T-statistic value of 0.466 and a P-value of 0.641. The negative coefficient of -0.031 indicates that CS tends to have a negative relationship with TI, but the effect is very weak and statistically inconclusive. This finding indicates that positively perceived work challenges are not enough to influence employees' intention to leave a job in the hospitality industry. The results showed that Hindrance Stress (HS) has a positive and significant influence on Turnover Intention (TI), with a T-statistic value of 4.968 and a P-value of 0.000. The coefficient of 0.440 indicates that the higher the level of HS perceived by employees, the greater their tendency to have an intention to leave their job. This finding confirms that perceived work barriers as a barrier to goals make a significant contribution to turnover intention in the hospitality industry.

The results show that Organizational Citizenship Behaviour Individual (OCBI) has no significant influence on Challenge Stress (CS), with a T-statistic value of 0.228 and a P-value of 0.820. The positive coefficient of 0.011 indicates that although there is a positive relationship trend, the effect is very small and statistically insignificant. This finding suggests that individual citizenship behaviour does not directly influence employees' perceptions of work challenges in the hospitality industry. The results showed that Organizational Citizenship Behaviour Individual (OCBI) had no significant influence on Hindrance Stress (HS), with a T-statistic value of 0.241 and a P-value of 0.810. The

negative coefficient of -0.010 indicates a negative relationship trend, but the effect is very small and not statistically significant. This finding indicates that individual citizenship behaviour does not directly influence the level of perceived job stress as a barrier in the hospitality industry.

The results showed that Organizational Citizenship Behaviour Individual (OCBI) has no significant influence on Turnover Intention (TI), with a T-statistic value of 1.358 and a P-value of 0.175. The negative coefficient of -0.065 indicates a negative relationship trend, but this effect is not statistically significant. This finding indicates that individual citizenship behaviour does not directly influence employees' intention to leave employment in the hospitality industry. The results showed that Organizational Citizenship Behaviour Organisation (OCBO) has a positive and significant influence on Challenge Stress (CS), with a T-statistic value of 14.275 and a P-value of 0.000. The coefficient of 0.660 indicates that the higher the organisational citizenship behaviour, the greater the employee's perception of work challenges is perceived positively. This finding indicates that employees' voluntary contribution to the organisation can increase the perception of motivating work challenges in the hospitality industry.

The results showed that Organizational Citizenship Behaviour Organisation (OCBO) has a positive and significant influence on Hindrance Stress (HS), with a T-statistic value of 34.147 and a P-value of 0.000. The coefficient of 0.831 indicates that the higher the organisational citizenship behaviour, the higher the employee's perception of perceived job stress as an obstacle. This finding indicates that the contribution of organisationally oriented employees can potentially increase the perception of work barriers in the hospitality industry. The results showed that Organizational Citizenship Behaviour Organisation (OCBO) has a positive and significant influence on Turnover Intention (TI), with a T-statistic value of 3.652 and a P-value of 0.000. The coefficient of 0.341 indicates that the higher the organisational-oriented citizenship behaviour, the greater the tendency of employees to have intention to leave the job. This finding indicates the possibility that excessive contributions to the organisation without adequate support or rewards may encourage employees' desire to leave their jobs in the hospitality industry.

Results of OCBI Relationship Testing on Challenge Stress

Based on the results of hypothesis testing presented in table 4.4 it can be seen that OCBI and Challenge Stress have an insignificant relationship ($O = 0.011$; $SE = 0.047$; $T\text{-stat} = 0.228$; $P\text{-value} = 0.820$). This insignificant testing does not provide support to the concept put forward by (Ozer et al., 2014a) which indicates that OCBI will affect challenge stress. In the context of this study, employees of industrial hopsitality tend to have unrelated levels of OCBI and challenge stress. Although the test results are not significant, they need to be tested again on different subjects and different contexts. So it can generalize the theory of the relationship between OCBI and challenge stress.

The results showed that Organizational Citizenship Behaviour Individual (OCBI) had no significant influence on Challenge Stress. OCBI, which includes individuals' voluntary behaviours such as helping colleagues or supporting their personal tasks, may not be directly related to stress stemming from work challenges. Challenge stress generally arises from job demands that are perceived to improve performance, such as greater responsibility or high targets. In this context, OCBI, while a form of positive contribution, is more often interpersonal and relational in nature, and thus does not have a strong relationship with the performance-based job demands at the core of challenge stress. In other words, someone who actively helps colleagues may not feel more burdened by the pressure of their own job challenges.

In addition, the unique characteristics of the hospitality industry may also contribute to this finding. In this sector, employees who exhibit OCBI tend to focus on social relationships and collaboration to create a conducive work environment. However, their primary responsibilities related to challenge stress, such as dealing with guests with complex requests or achieving operational targets, may not always be directly related to OCBI behaviour. This suggests that while OCBI is an important indicator of employee contribution, its influence on challenge stress is likely to be influenced by the context of the job and the nature of the challenges faced in their primary tasks.

Thus, further research is needed to explore other factors that may mediate the relationship between OCBI and challenge stress.

Results of OCBI Relationship Testing on Hindrance Stress

Based on the results of hypothesis testing presented in table 4.4, it can be seen that OCBI and hindrance stress have an insignificant relationship ($O = -0.010$; $SE = 0.040$; $T\text{-stat} = 0.241$; $P\text{-value} = 0.810$). The results of testing this hypothesis are not in accordance with previous research conducted by (Ozer et al., 2014a) which states that OCBI has an effect on stress hindrance. In this study, hospitality employees showed that high or low OCBI had no effect on high or low employee stress hindrance. The results of hypothesis testing that are different from previous studies show that, further research needs to be done on different subjects and research contexts. So as to generalize the theory of the relationship between OCBI and hindrance stress.

Hindrance stress typically arises from barriers or working conditions that are perceived as preventing goal achievement, such as complex bureaucracy, lack of managerial support, or role vagueness. While OCBI includes voluntary behaviours to help colleagues and contribute interpersonally, these types of behaviours are not directly linked to sources of hindrance stress which tend to be more systemic and related to organisational structures or policies. For example, an employee who proactively helps colleagues may still feel hindered if their work environment does not provide adequate tools or resources to complete key tasks. Furthermore, the nature of OCBI which focuses on interpersonal relationships may not be sufficient to reduce or even influence employees' perceptions of work barriers. In the context of the hospitality industry, employees who exhibit OCBI typically seek to create work harmony through voluntary assistance to colleagues, but this does not always address issues such as inflexible work schedules or company rules that limit autonomy. Thus, although OCBI is a form of positive contribution, its impact on hindrance stress can be considered minimal as this type of stress is more influenced by external factors that are beyond the control of individual employees. Further research is needed to explore whether there are mediating or moderating factors that may strengthen the relationship between OCBI and hindrance stress, such as organisational support or leadership style.

Results of OCBO Relationship Testing on Challenge Stress

Based on the results of hypothesis testing presented in table 4.4, it can be seen that OCBO has a significant and positive relationship to challenge stress ($O = 0.660$; $SE = 0.046$; $T\text{-stat} = 14.275$; $P\text{-Value} = 0.000$), so it can be said that hypothesis 3 is supported. These results indicate that employees with high OCBO will have high levels of challenge stress as well, and vice versa. The results of this test support the regularity of the phenomenon of a positive relationship between OCBO and Challenge stress as stated by (Ozer et al., 2014a) Although the research is carried out on different subjects, objects, and research settings. Although this study has shown significant results, deeper research needs to be done to find out if OCBO and challenge stress are the same relationship when done in different subjects and contexts.

The results showed that OCBO has a positive and significant influence on Challenge Stress. OCBO includes voluntary behaviours that support the organisation as a whole, such as adherence to company rules, resource savings, or active efforts to improve the organisation's image. In the context of the hospitality industry, these behaviours often relate to greater responsibility and participation in the company's strategic initiatives. As challenge stress reflects the type of pressure that motivates employees to achieve better results, OCBO behaviours can enhance this positive challenge, for example through employees' desire to exceed expectations in supporting hotel operations or proactively resolving organisational issues.

The positive impact of OCBO on challenge stress also reflects how organisationally engaged employees feel encouraged to contribute more in challenging situations. In the hospitality industry, where work dynamics often require quick and creative solutions to meet guest needs, OCBO behaviours can make employees better prepared to deal with high targets or urgent requests. This creates the perception that work pressure is an opportunity to grow and perform at their best, rather than a burden. Thus, OCBO behaviours not only contribute to the success of the organisation, but also

help employees see work challenges as positive and give them the motivation to achieve better performance.

Results of OCBO Relationship Testing on Hindrance Stress

Based on the results of hypothesis testing in table 4.4, it can be seen that OCBO has a significant and positive relationship with hindrance stress ($O = 0.831$; $SE = 0.024$; $T\text{-stat} = 34.147$; $P\text{-value} = 0.000$), so hypothesis 4 is supported. These results indicate that employees with high OCBO will have high hindrance stress as well, and vice versa. These results confirm the research conducted by (Ozer et al., 2014a) which explains that OCBO has a positive effect on hindrance stress. Although the research is carried out on different subjects, objects, and research settings. Although the results of hypothesis testing show similar results to previous studies, further research needs to be done to find out whether OCBO and hindrance stress have the same relationship if done in different subjects and contexts.

The results show that Organizational Citizenship Behaviour Organization (OCBO) has a positive and significant influence on Hindrance Stress, which suggests a unique relationship between voluntary behaviour towards the organisation and perceptions of work barriers. OCBO includes actions such as supporting organisational policies, protecting company assets, or promoting a positive image of the organisation. However, in some cases, OCBO behaviour can increase employees' perception of hindrance stress. This may be because employees who voluntarily become more involved in organisational affairs may face systemic barriers more often, such as complex bureaucracy, lack of resource support, or conflicts of interest between departments. In other words, the desire to contribute more to the organisation may bring them closer to structural aspects that hinder work progress.

In the hospitality industry, employees who exhibit OCBO behaviours are often relied upon to take on additional responsibilities beyond their job description. While this behaviour demonstrates loyalty and dedication to the organisation, the additional demands may increase their exposure to stressors such as lack of autonomy, administrative pressure, or sudden policy changes. For example, an employee who actively maintains the hotel's image by conforming to new rules may feel frustrated if the rules are not clearly implemented or are not supported by adequate infrastructure. As a result, while OCBOs are a beneficial form of contribution to the organisation, under certain conditions, this behaviour may increase employees' perceptions of barriers that hinder their efficiency or goal achievement. This highlights the importance for organisational management to manage policies that support proactive employees so that their contributions do not end up as unproductive additional burdens.

Results of OCBI Relationship Testing on Turnover Intention

Based on the test results in table 4.4, it can be seen that OCBI and turnover intention have an insignificant relationship ($O = -0,065$; $SE = 0,048$; $T\text{-stat} = 1,358$; $P\text{-values} = 0,175$), So it can be said that hypothesis 5 is rejected. These results are not in accordance with previous studies conducted by (Anvari et al., 2017) which explains that OCBI has a significant negative effect on turnover intention. In the context of this study, the results of hypothesis testing show that the high OCBI beauty of employees has no effect on their turnover intention. The results of this test show that the relationship between OCBI and turnover intention can show different results if performed on different subjects and objects. More research needs to be done to rally the theory of the relationship between OCBI and turnover intention.

The results showed that Organizational Citizenship Behaviour Individual (OCBI) has no significant influence on Turnover Intention. OCBI, which involves voluntary behaviour to help colleagues or support interpersonal needs within a team, focuses more on the relationship between individuals than on the employee's relationship with the organisation as a whole. This means that while employees may have good working relationships and exhibit helpful behaviour in the work environment, it is not always enough to reduce their intention to leave the organisation. Factors such as job satisfaction, organisational policies, or better career prospects often have a greater influence on turnover intention than interpersonal behaviour.

In the context of the hospitality industry, the dynamic and high-pressure nature of work is often a major factor influencing turnover intention. While OCBI can create a more supportive and harmonious working atmosphere among employees, it may not be enough to address systemic job challenges, such as long working hours, uncompetitive salaries or limited career opportunities. For example, an employee who consistently helps colleagues may still consider leaving their job if they feel that their professional development is hindered or working conditions do not support their well-being. These findings suggest that while OCBI is a form of positive contribution, its influence on exit intentions is more influenced by organisational and structural factors.

Results of OCBO Relationship Testing on Turnover Intention

Based on the results of hypothesis testing presented in table 4.4, it can be seen that OCBO has a significant and positive relationship with turnover intention ($O = 0,341$; $SE = 0,093$; $T\text{-stat} = 3,652$; $P\text{-values} = 0,000$). So hypothesis 6 is supported. These results indicate that individuals with high OCBO will have high turnover intention, and vice versa. The results of this test are different from the results of research conducted by (Anvari et al., 2017) which explains that OCBO has a significant negative effect on employee turnover intention. The results of this test show that the relationship between OCBO and turnover intention can show different results if done in different subjects and contexts. Thus, deeper research needs to be done to generalize the relationship between OCBO and turnover intention.

The results showed that Organizational Citizenship Behaviour (OCBO) has a positive and significant influence on Turnover Intention, a finding that can be considered paradoxical. OCBO includes voluntary behaviours to support the organisation as a whole, such as maintaining the company's reputation, complying with rules, and contributing to organisational efficiency. However, in some cases, these behaviours may increase employees' expectations and responsibilities, causing them to feel overburdened or disproportionately rewarded by the organisation. When such extra contributions are not matched with adequate recognition, compensation or support, employees who exhibit OCBOs are likely to feel frustrated and consider leaving their jobs.

In the context of the hospitality industry, employees who actively demonstrate OCBOs are often perceived as important assets by the organisation and may be given more tasks or additional responsibilities. While this demonstrates trust from management, such extra demands can increase work pressure and create dissatisfaction if not backed by a supportive work environment or a clear career development path. For example, a hotel employee who often takes initiatives to improve work procedures may feel disillusioned if the organisation does not reward his or her contributions or if there are no opportunities for promotion. This suggests that while OCBOs have great benefits to the organisation, without proper management, such positive contributions can turn into a trigger for exit intentions.

Results of Testing the Relationship of Challenge Stress on Turnover Intention

Based on the results of hypothesis testing presented in table 4.4, it can be seen that challenge stress does not have a significant relationship with turnover intention ($O = -0,031$; $SE = 0,066$; $T\text{-Stat} = 0,466$; $P\text{-value} = 0,641$). So hypothesis 7 is rejected. This shows that the high and low levels of challenge stress individuals have no effect on their turnover intention. The results of this test contradict the research conducted by (Hayat et al., 2022) which explains that challenge stress has a significant negative effect on employee turnover intention. The results of testing this hypothesis show that the relationship between challenge stress and turnover intention can show different results if done in different subjects and contexts. Deeper research needs to be done to generalize the theory of the relationship between the effect of challenge stress on turnover intention.

The results showed that Challenge Stress does not have a significant influence on Turnover Intention, although the relationship between the two is negative. Challenge stress refers to the type of work pressure that is considered motivating and provides opportunities for employees to develop skills or achieve better results. In this context, employees who face challenge stress tend to feel motivated to complete the challenge, especially if the challenge is accompanied by rewards or recognition from the organisation. Therefore, while this stress may affect workload, employees may

not have the inclination to leave the job, as they see challenge stress as part of a professional endeavour to develop.

However, the insignificance of this effect also suggests that there are other factors that are more dominant in determining turnover intention, such as job satisfaction, organisational policies, or career prospects. The negative relationship between challenge stress and turnover intention suggests that employees who are able to manage and view work challenges positively are less likely to think about leaving the organisation. In the hospitality industry, employees who face operational challenges, such as serving important guests or managing critical situations, may feel that these challenges are a rewarding part of the job. However, in the absence of adequate organisational support or rewards, the positive impact of challenge stress may not be enough to significantly prevent turnover intention. This emphasises the importance of organisations creating a supportive work environment where employees can see challenges as opportunities without feeling overburdened.

Results of Hindrance Stress Relationship Testing on Turnover Intention

The results of hypothesis testing in table 4.4 show that hindrance stress has a significantly positive relationship with turnover intention ($O = 0,440$; $SE = 0,089$; $T\text{-stat} = 4,968$; $P\text{-value} = 0,000$). So hypothesis 8 is supported. These results indicate that the higher an individual's hindrance stress, the higher their turnover intention, and vice versa. This confirms research conducted by (Hayat et al., 2022) which explains that hindrance stress has a positive effect on turnover intention, even though the study was conducted on different subjects, objects, and research settings. Although the results of hypothesis testing show the same results as previous studies, further research needs to be done to find out whether hindrance stress and turnover intention have the same relationship if research is done on different subjects, objects, and settings.

The results showed that Hindrance Stress has a positive and significant influence on Turnover Intention, which confirms that work stress that hinders goal achievement has a direct impact on employees' intention to leave the organisation. Hindrance stress includes factors such as excessive bureaucracy, role conflict, or lack of resources that support work, which often leave employees feeling frustrated and unproductive. Under these conditions, employees feel inhibited from completing their work effectively, which reduces their motivation and commitment to the organisation, prompting them to seek opportunities elsewhere.

In the context of the hospitality industry, hindrance stress often arises from systemic pressures, such as inflexible work schedules, lack of adequate training, or lack of clarity in management policies. For example, a hotel employee facing high work demands without sufficient support from management may feel that the workload is not balanced with the rewards or career opportunities received. This may increase a sense of dissatisfaction and a desire to move to another organisation that offers a more supportive work environment. These findings emphasise the importance of organisations to identify and reduce sources of stress hindrance in order to retain talented employees and reduce turnover intention.

Conclusion

The conclusion of this study shows that Organizational Citizenship Behaviour (OCB), in both Individual (OCBI) and Organizational (OCBO) dimensions, has a significant relationship with Hindrance Stress (HS) and Turnover Intention (TI) in the hospitality industry in Java Island. This finding indicates that organisational supportive behaviours, such as contributing more than formal duties (OCBO), may increase stress that hinders goal achievement and in turn increase employees' intention to leave the organisation. In contrast, Challenge Stress (CS) does not have a significant influence on Turnover Intention, which suggests that work challenges perceived as opportunities for growth are not enough to influence employees' decision to leave the company.

This study also found that Hindrance Stress (HS) has a positive and significant effect on Turnover Intention. Factors that hinder the achievement of goals, such as unrealistic workloads or lack of

resources, increase employees' desire to change workplaces. Therefore, it is important for hotel management to identify and reduce these inhibiting sources of stress in order to retain employees. Overall, the results of this study provide important insights into how OCB, stress and turnover intention are interrelated in the context of the hospitality industry in Indonesia, and suggest the need for managerial policies that can reduce negative stress and improve employee well-being to reduce turnover intention.

The limitation of this study lies in data collection using online questionnaires, which can be prone to respondent bias, such as less accurate or consistent answers. This study also focuses on the hospitality industry in Java, so the results may not be fully generalizable to other regions or other industries. For further research, it is recommended to use a longitudinal design to understand the dynamics of the relationship between variables over time. Research can also expand the geographical coverage and involve other industry sectors to compare differences in the influence of OCB, stress, and turnover intention. In addition, the use of qualitative methods, such as in-depth interviews, can provide richer insights into employees' subjective experiences of work stress and their behaviour at work.

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