

Influence of Career Well-Being on Employee Engagement of Hotel Employees in Eastern Samar, Philippines

Roger R. Lagramada¹; Jordan M. Cabaguing²

¹Eastern Samar State University Guiuan Campus

²Eastern Samar State University Guiuan Campus

<https://orcid.org/0000-0002-6745-669X>

Publication Date: 2025/05/31

Abstract: Employees are significant resources in any organization. It is important that they can handle the physical and emotional demands of their jobs. This study was conducted to examine the relationship between career well-being and employee engagement among DOT-registered hotels in Eastern Samar, using self-management, time management, stress management, and leisure management as indicators and vigor, dedication, and absorption as measures of employee engagement. Using the descriptive-correlational method, a total of 162 employees from DOT-registered hotels in Eastern Samar participated in the study. The data were analyzed using descriptive statistics and Pearson's correlation for determining the degree of relationship among variables. The results revealed that hotel employees frequently manage their professional and personal responsibilities effectively. They are engaged most of the time in hotel operations as they are dedicated to providing the highest level of service delivery and quality hospitality. A strong statistical relationship was found between career well-being and employee engagement ($r = 0.801$, $p < 0.001$), indicating that employees with better career well-being exhibit higher levels of engagement. The study concluded that fostering a supportive work environment, implementing flexible work policies, and promoting employee well-being programs can significantly enhance employee engagement. Therefore, it is recommended that hotels prioritize work-life balance initiatives to improve employee satisfaction, motivation, and overall performance, ultimately benefiting both employees and the organization.

Keywords: Career Well-Being, Employee Engagement, Dedication, Stress Management, Time Management.

How to Cite: Roger R. Lagramada; Jordan M. Cabaguing (2025). Influence of Career Well-Being on Employee Engagement of Hotel Employees in Eastern Samar, Philippines. *International Journal of Innovative Science and Research Technology*, 10(4), 4375-4380. <https://doi.org/10.38124/ijisrt/25apr434>

I. INTRODUCTION

Without a doubt, the hospitality industry is a vital pillar of the global economy, making significant contributions to job creation, economic growth, and cultural exchange. It is one of the largest employment sectors worldwide, offering millions of opportunities to individuals in the hospitality, restaurant, and tourism industries (Baum et al., 2020). In the Philippines, the hospitality industry is an essential economic driver, generating employment and boosting tourism (Henderson, 2021). At the local level, particularly in Eastern Samar, registered hotels play a crucial role in supporting regional development by creating jobs and contributing to the social and economic aspects of the province. Human Resources is always an interesting topic for researchers, for it provides significant benefits to the organization, employees, and society. The presence of human resources in organizations is crucial for achieving goals (Anwar et al., 2024). However, most employees, especially those in the

hotel industry, face unique challenges, such as irregular working hours, high-pressure environments, and extensive customer interactions, which can significantly impact their work-life balance and overall career well-being (Kim et al., 2023).

Career well-being encompasses the ability of employees to effectively manage professional responsibilities while maintaining a fulfilling personal life, ensuring both job satisfaction and overall well-being (Greenhaus & Allen, 2011). It comprises several components, including self-management, which involves personal organization and self-regulation to meet both work and personal goals (Clark, 2022). Time management ensures tasks are planned and executed within set periods, reducing conflict between professional and personal responsibilities (Singh & Khurana, 2023). Stress management focuses on coping mechanisms that alleviate work-related and personal stressors. Ultimately, leisure management emphasizes utilizing free time for

activities that replenish energy and enhance mental well-being. These elements collectively contribute to work-life harmony, which is particularly vital in high-pressure work environments. When an individual experiences workplace stress, it can lead to various symptoms that affect their physiology, psychology, and work-related behaviors. These issues should be addressed, as they can have detrimental effects on employees health (Patel et al., 2022). Moreover, as concluded by Chen et al (2019) work-life imbalance and burnout are one of the reasons of employees decision to leave their current jobs which was seconded by the findings of Soelton et al. (2019) when they emphasize that employee fatigue increases the likelihood of employees leaving one's position in an organization. The most common reasons why there is work stress and workload is burnout. It contributes to boredom, depression, lack of concentration, pessimism, poor work quality, absenteeism, and dissatisfaction (Anwar et al., 2024)As organizations experiences high turnover of employee it becomes wasteful and ineffectual because it requires time and money in replacement for those employees who leave and sometimes destabilizes the current state of the business (Setiyanto & Hidayati, 2017; Vellya, Pio, & Rumawas, 2020)

In labor-intensive industries like hospitality, achieving career well-being is critical as the demands of the job can easily spill over into personal life. Employees who experience good career well-being often report reduced stress, higher job satisfaction, and improved performance, ultimately leading to better professional outcomes (Kim et al., 2023; Lee et al., 2022). In contrast, meagre career well-being can lead to burnout, disengagement, and a decline in service quality, ultimately impacting guest experiences and negatively affecting overall hotel operations (Park et al., 2023).

Employee engagement is defined as the level of enthusiasm, dedication, and commitment an individual brings to their work, and it is a key determinant of service quality in the hospitality industry (Schaufeli & Bakker, 2004). Engaged employees exhibit high levels of energy and involvement, positively influencing customer satisfaction and organizational performance. Studies have shown that organizations that support career well-being initiatives, such as flexible work arrangements and wellness programs, foster greater employee engagement, leading to enhanced service quality and guest experiences (Karatepe & Karadas, 2015; Saks & Gruman, 2021). Individual goals, focused energy, adaptability, and persistence, when directed toward organizational goals, are the primary drivers of employee engagement (Margaretha et al., 2021). According to Saks (2022), organizations that genuinely care about their employees tend to reciprocate with the same level of care, resulting in a higher level of employee engagement.

Despite the recognized significance of career well-being and employee engagement in the hospitality industry, limited research has explored this relationship in localized settings, particularly in rural areas like Eastern Samar. Most existing studies focus on the urban and international hotel industries, overlooking the specific challenges that hospitality workers in regional areas face (Liu et al., 2022). Additionally, the

influence of cultural and economic dynamics unique to Eastern Samar on career well-being and employee engagement remains underexplored.

This study aims to address this research gap by examining the influence of career well-being on employee engagement among hotel employees in Eastern Samar. By analyzing this relationship, the study aimed to provide valuable insights into how hotel management can implement effective strategies to enhance employee well-being, improve engagement, and elevate service standards within the hospitality industry of the province. Findings from this study contributed to the growing body of literature on career well-being in the hospitality industry, particularly in rural contexts, and offered practical recommendations for fostering a more sustainable and motivated workforce in the hotel sector.

II. METHODOLOGY

This study employed a descriptive- correlational research design to explore the influence of career well-being on employee engagement among employees of registered hotels in Eastern Samar. Correlational research design is best suited for determining the prevalence and relationship between variables, as well as forecasting events based on current data and knowledge (Curtis et al., 2016). This study focuses on the seven registered hotels in Eastern Samar, a province renowned for its stunning beaches, rich history, and growing tourism industry. The tourism sector of the province is still developing, with high potential due to its natural and cultural attractions, such as Calicoan and Homonhon Islands, which draw tourists' interest in history and natural beauty.

The respondents of this study are employees working in the DOT-registered hotels within Eastern Samar. These include frontline staff, housekeeping personnel, food and beverage servers, administrative staff, and hotel managers or supervisors directly involved in operations that contribute to service quality delivery. A total of 162 employees participated in the study. They were selected based on the number of years they have worked in the hotel, with a minimum of one year, and the nature of work they perform. Subsequently, employees with less than one year of work experience were excluded from being respondents. This study employed a total enumeration sampling design, where all employees from the seven registered hotels in Eastern Samar were included as respondents. Total enumeration was appropriate for this study due to the manageable number of participants, which ensures comprehensive data collection by involving all employees, regardless of their position. This approach provides a complete perspective on the influence of career well-being on employee engagement and service quality delivery.

The survey questionnaire used in the study was adopted from previous studies conducted by other authors. It was designed to gather essential information and insights from hotel employees in Eastern Samar. It was divided into two parts to address all research objectives. The first part focuses on the respondents' career well-being, considering self-management, time management, stress management, and

leisure management, as adopted from Sianquita and Laguador (2017) in their study, “Work-Life Balance and Job Performance Among Employees of a Tertiary Hospital in the Philippines” with a reliability result of 0.937 considered as good and acceptable according to the rule of thumb. The second part delves into the respondents' engagement, as adopted from the study by Deligero and Laguador (2014), which was also utilized by Abrugar et al. (2023) in their undergraduate thesis writing, with indicators of vigor, dedication, and absorption, having a reliability test value of 0.928 which is also considered as acceptable. These established tools were selected and adapted to suit the hotel setting, making the questionnaire both relevant and meaningful for the study.

The data-gathering process began with seeking approval from the Dean of the Graduate School. A formal letter detailing the study's objectives, significance, and methodology was submitted. Upon obtaining permission from the Dean, the researchers requested approval from the DOT-registered hotels in Eastern Samar to survey their employees. It involved sending formal request letters to each hotel explaining the purpose of the study and how it could benefit the hospitality industry. After obtaining approval from the participating hotels, the researcher met the respondents to explain the study, its objectives, and their role. Respondents were assured that their participation was voluntary and that their responses would remain confidential and anonymous. Survey questionnaires were distributed in person or electronically, depending on the respondents'

convenience. Clear instructions were provided, and respondents were given ample time to complete the survey. Once all questionnaires were collected, the data were reviewed, organized, and analyzed to address the research questions and achieve the study's objectives. During the study, no coercion, force, or intimidation was used against the respondents. It was purely voluntary, and no monetary incentive was involved.

The data collected from the survey was analyzed using descriptive and inferential statistical methods to answer the study's research questions. First, the descriptive analysis of career well-being and employee engagement was analyzed using mean scores, and mean rank. These scores helped gauge the overall level of agreement or experience with each statement in the survey, providing insights into how employees feel about. For the relationship between the different variables, inferential statistics using Pearson's correlation were employed. The null hypothesis, which states that there is no significant relationship between career well-being and employee engagement, was tested at a 0.05 significance level.

III. RESULTS AND DISCUSSION

➤ Career Well-being of Hotel Employees.

The first objective of the study is to assess the career well-being of hotel employees, focusing on self-management, time management, stress management, and leisure management as indicators of their work-life balance.

Table 1 Career Well-being of Hotel Employees

Indicators	Mean	Interpretation	Rank
Self-management	4.05	Very Often	3
Time-management	4.07	Very Often	2
Stress management	4.10	Very Often	1
Leisure Management	4.01	Very Often	4
Overall Mean	4.06	Very Often	

Legend: 4.21- 5.00- Always, 3.41- 4.20- Very Often, 2.41 – 3.40 Sometimes, 1.81 – 2.40- Rarely, 1.00 – 1.80- Never, (N=162)

As reflected in the results, stress management received the highest mean rating of 4.10, with an interpretation of “Very Often”. The results indicate that hotel employees exhibited high emotional control, enabling them to remain composed even in stressful or frustrating situations. Thus, allow them to perform their work correctly even when they feel exhausted. However, the findings also demonstrate that employees' confidence in handling mental distractions, such as being unable to complete their tasks correctly, could be further improved by encouraging stress management strategies, fostering self-compassion, and providing professional development opportunities to help employees strengthen these aspects.

Second in rank is time management, having the mean rating of 4.07, interpreted as “Very Often”. This result highlights that hotel employees often struggle to maintain a balance between their work and personal lives. According to Greenhaus and Allen (2023), maintaining positive career well-being enhances job satisfaction, reduces stress, and improves well-being. Similarly, employees with reasonable

working hours tend to exhibit higher engagement and job performance (Taris & Schaufeli, 2020). However, even if employees acknowledge the flexibility of their working schedules, there is still a need for hotel managers to provide more flexible work arrangements, allowing employees to have greater control over their work and professional lives. This would enable them to effectively accommodate personal and family responsibilities, as well as their roles within the organization. This is supported by Kossek et al. (2023), who argue that workplace flexibility enhances job satisfaction and employee retention.

Self-management ranked third, with a mean score of 4.05, indicating a frequency of “Very Often”. This result highlights that personal growth, learning, and skill development are the top priorities for hotel employees. As concluded by Ryan (2023), having time for self-improvement is essential for career advancement, knowledge acquisition, and the overall well-being of employees. Moreover, the more employees allocate time for self-improvement, the higher their job satisfaction and resilience are shown to be in their

professional lives. Nevertheless, hotel employees often struggle to engage in physical exercise due to time constraints imposed by their workload. To enhance employees' self-management, they should incorporate a more structured exercise into their daily routine to achieve a balanced lifestyle and improve their overall self-management.

Last on the list is leisure management, with a mean score of 4.01, indicating a response of “Very Often”. Hotel employees reported that they have a regular time-off schedule every week, which helps them plan their activities with family and friends effectively. According to Taris et al. (2024), employees with regular time off are more engaged at work and experience lower stress levels. However, while

employees maintain their social lives, work hours sometimes affect their ability to go out as often as they would like. This is supported by Das (2023), who indicates that long work shifts can hinder employees' participation in social events, which in turn impacts their overall work satisfaction. Thus, hotels may promote recreational activities and encourage employees to make the most of their days off. A well-balanced work-life dynamic is associated with higher job satisfaction and employee well-being (Kossek & Lee, 2023).

➤ *Employee Engagement.*

The second objective of the study is to measure employee engagement considering vigor, dedication, and absorption.

Table 2 Employee Engagement

Indicators	Mean	Interpretation	Rank
Vigor	3.99	Very Often	2
Dedication	4.11	Very Often	1
Absorption	3.91	Very Often	3
Overall Mean	4.00	Very Often	

Legend: 4.21- 5.00- Always, 3.41- 4.20- Very Often, 2.41 – 3.40 Sometimes, 1.81 – 2.40- Rarely, 1.00 – 1.80- Never, (N=162)

Among the indicators of employee engagement, dedication received the highest mean score of 4.11, interpreted as “Very Often.” This suggests that hotel employees take pride in their roles, indicating high job satisfaction and a strong commitment to their work. They see their work as meaningful, inspiring, and challenging. Saks and Gruman (2024) noted that employees who take pride in their work exhibit stronger engagement, higher productivity, and greater loyalty to the organization. Moreover, enthusiasm for work is influenced by workload, leadership style, and opportunities for career growth (Kim & Park, 2023). The results also highlight that while employees are generally committed to their jobs, continuous engagement efforts are crucial in maintaining and enhancing their dedication.

Second in rank is the indicator “vigor,” with a mean score of 3.99, interpreted as “Very Often.” Employees consistently maintain a strong mental attitude and determination, even in the most challenging times. It means they are resilient and committed to their roles. Bakker and Albrecht (2023) emphasized that resilience is crucial in reducing workplace stress and enhancing overall employee

performance. Hotels can enhance employee resilience and motivation by creating a more engaging work environment, promoting overall well-being, and striking a balance between workload and job satisfaction. This is supported by Schaufeli (2023), who expressed that employees with high vigor tend to be more productive and demonstrate greater job satisfaction and organizational commitment.

The last on the list is absorption, with a mean rating score of 3.91, interpreted as “Very Often”. The findings highlight that hotel employees are becoming highly engaged in their work to the point that they lose track of time. According to Bakker and Demerouti (2023), absorption is often linked to job satisfaction, intrinsic motivation, and a focus on responsibilities.

➤ *Relationship between Career Well-being and Employee Engagement*

The third and last objective of the study is to determine whether there is a significant relationship between Work-life balance and Employee Engagement

Table 3 Relations between Career Well-Being and Employee Engagement

Variable 1	Variable 2	Correlation Coefficient r	Interpretation	p-value	Interpretation
Work-life Balance	Employee Engagement	0.801	High Correlation	0.000	Highly Significant

Note: N=162, $p < 0.05$

The correlation analysis revealed a high positive correlation ($r = 0.801$) between career well-being and employee engagement. The p-value (0.000) indicates the relationship is statistically significant at the 0.01 level (2-tailed). This means that employees who experience better career well-being tend to be more engaged in their jobs. This is supported with previous studies that emphasize the significant role of career well-being in fostering employee

engagement, job satisfaction, and organizational commitment (Kim & Wang, 2023). Chan et al. (2023) suggested that employees who can effectively balance their professional and personal lives are more likely to be motivated, productive, and committed to their work. The results underscore the importance of implementing workplace policies and programs that promote career well-being, including flexible work arrangements and mental health support. Additionally,

hotels, where employees often face demanding schedules, should prioritize career well-being initiatives to enhance employee engagement. Likewise, providing employees with manageable workloads, sufficient rest periods, and a supportive work environment can lead to higher levels of dedication, vigor, and engagement that benefit both employees and the organization.

IV. CONCLUSIONS

Hotel employees generally maintain good career well-being, particularly in self-management, time management, stress management, and leisure management. However, challenges remain in areas such as maintaining a flexible work schedule, incorporating regular exercise, and engaging in extracurricular activities. They exhibit high engagement, particularly in dedication and vigor. They find their work meaningful and persevere despite difficulties. However, their level of absorption in work is moderate, suggesting that they do not become entirely immersed in their tasks while engaged. There is a very high positive correlation between career well-being and employee engagement. This indicates that employees who effectively balance their professional and personal lives tend to be more engaged in their jobs, showing enthusiasm, resilience, and commitment.

Therefore, it is recommended to conduct regular wellness and stress management seminars to help employees enhance their self-confidence and encourage them to set personal and professional goals, thereby improving their ability to balance responsibilities. Hotels may implement flexible work arrangements, such as shift adjustments and rotational schedules, to enable their employees to manage their time more effectively. They may also consider introducing employee assistance programs, such as professional counseling and mental health support, along with team-building activities, to help employees reduce work-related stress. Likewise, a more dynamic and motivating work environment may be provided by offering clear career growth paths, training opportunities, and performance incentives to boost employees' productivity and enthusiasm. Hotels may craft policies that promote a positive balance between work responsibilities and personal life. Conduct a regular assessment to understand employees' needs regarding career well-being. Managers may foster a work culture where employees feel comfortable discussing workload concerns and requesting adjustments, as needed, without fear of negative consequences. Additionally, offer employees mentorship opportunities and leadership training to enhance their connection to their work and boost their level of engagement.

REFERENCES

- [1]. Albrecht, S. L., Breidahl, E., & Marty, A. (2021). Organizational resources, organizational engagement climate, and employee engagement. *Journal of Managerial Psychology*, 36(1), 71-86.
- [2]. Anwar, K., Sutisna, A. J., Kusnady, D., Marthalia, L., & Dera, F. (2024). Effect of Burnout on Performance of Marketing Employees. *International Journal Of*
- Education, Social Studies, And Management (IJESSM)*, 4(2), 826–832.
<https://doi.org/10.52121/ijessm.v4i2.380>
- [3]. Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job demands–resources theory: Ten years later. *Annual review of organizational psychology and organizational behavior*, 10(1), 25-53.
- [4]. Baum, T., Mooney, S. K., Robinson, R. N., & Solnet, D. (2020). COVID-19's impact on the hospitality workforce – New crisis or amplification of the norm? *International Journal of Contemporary Hospitality Management*, 32(9), 2813–2829.
<https://doi.org/10.1108/IJCHM-04-2020-0350>
- [5]. Chan, X. W., Kalliath, P., Fan, S. X., & Kalliath, T. (2023). Examining work–home segmentation as a coping strategy for frontline workers: A mixed method study of social workers across Australia. *The International Journal of Human Resource Management*, 34(4), 693-715.
- [6]. Chen, X., Ran, L., Zhang, Y., Yang, J., Yao, H., Zhu, S., & Tan, X. (2019). Moderating role of job satisfaction on turnover intention and burnout among workers in primary care institutions: a cross-sectional study. *BMC public health*, 19(1), 1-10.
<https://doi.org/10.1186/s12889-019-7894-7>
- [7]. Clark, M. E. (2022). Oncology social workers: exploring their perceptions of work-related wellbeing.
- [8]. Curtis, E. A., Comiskey, C., & Dempsey, O. (2016). Importance and use of correlational research. *Nurse researcher*, 23(6).
<https://doi.org/10.7748/nr.2016.e1382>
- [9]. Das, M. P. (2023). Technology and Guest experience: innovations reshaping hotel management. *International Journal for Multidimensional Research Perspectives*, 1(3), 76-95.
- [10]. Deligero, J. D., & Laguarda, J. M. (2014). Measuring employee engagement: The development of an employee engagement scale. *Philippine Journal of Psychology*, 47(1), 51-73.
- [11]. Greenhaus, J. H., & Allen, T. D. (2011). Work-family balance: A review and extension of the literature. In *Handbook of Occupational Health Psychology* (pp. 165–183). American Psychological Association.
- [12]. Greenhaus, J. H., & Allen, T. D. (2011). Work-family balance: A review and extension of the literature. In *Handbook of Occupational Health Psychology* (pp. 165–183). American Psychological Association.
- [13]. Henderson, J. C. (2021). Tourism and hospitality in the Philippines. *Tourism Planning & Development*, 18(1), 1–7.
<https://doi.org/10.1080/21568316.2020.1788155>
- [14]. Karatepe, O. M., & Karadas, G. (2015). Do psychological capital and work engagement foster frontline employees' satisfaction? A study in the hotel industry. *International Journal of Contemporary Hospitality Management*, 27(6), 1254–1278.
<https://doi.org/10.1108/IJCHM-01-2014-0028>
- [15]. Kim, M., Lee, C., & Jang, J. (2023). The role of perceived organizational support in mitigating burnout among hospitality employees. *Journal of Hospitality and Tourism Research*, 47(3), 512–531.

- [16]. Kim, S., Lee, J. Y., & Li, M. (2023). Work-life balance policies and employee well-being: Implications for the hotel industry. *Journal of Hospitality and Tourism Management*, 55, 89–96. <https://doi.org/10.1016/j.jhtm.2022.11.003>
- [17]. Kossek, E. E., Lautsch, B. A., Perrigino, M. B., Greenhaus, J. H., & Merriweather, T. J. (2023). Work-life flexibility policies: Moving from traditional views toward work-life intersectionality considerations. In *Research in personnel and human resources management* (pp. 199-243). Emerald Publishing Limited.
- [18]. Kossek, E. E., Perrigino, M. B., & Lautsch, B. A. (2023). Work-life flexibility policies from a boundary control and implementation perspective: A review and research framework. *Journal of Management*, 49(6), 2062-2108.
- [19]. Lee, C., Kim, J., & Park, J. (2022). The effects of work-life balance on employee burnout and engagement in the hospitality industry. *Tourism Management*, 88, 104431. <https://doi.org/10.1016/j.tourman.2021.104431>
- [20]. Liu, Y., Ma, L., & Yuan, J. (2022). Exploring the mediating role of job satisfaction in the relationship between work-life balance and employee performance in rural hospitality settings. *International Journal of Hospitality Management*, 103, 103194. <https://doi.org/10.1016/j.ijhm.2022.103194>
- [21]. Margaretha, M., Saragih, S., Zaniarti, S., & Parayow, B. (2021). Workplace spirituality, employee engagement, and professional commitment: A study of lecturers from Indonesian universities. *Problems and Perspectives in Management*, 19(2), 346-356. [https://doi.org/10.21511/ppm.19\(2\).2021.28](https://doi.org/10.21511/ppm.19(2).2021.28)
- [22]. Park, H., Kwon, J., & Choi, S. (2023). The influence of job flexibility and work-life balance on hotel employee engagement. *Hospitality Management & Research*, 47(2), 54–67. <https://doi.org/10.1016/j.jhtm.2023.03.005>
- [23]. Patel, V., Chesmore, A., Legner, C. M., & Pandey, S. (2022). Trends in workplace wearable technologies and connected-worker solutions for next-generation occupational safety, health, and productivity. *Advanced Intelligent Systems*, 4(1), 2100099.
- [24]. Ryan, R. M. (Ed.). (2023). *The Oxford handbook of self-determination theory*. Oxford University Press.
- [25]. Saks, A. M. (2022). Caring human resources management and employee engagement. *Human resource management review*, 32(3), 100835. <https://doi.org/10.1016/j.hrmr.2021.100835>
- [26]. Saks, A. M., & Gruman, J. A. (2021). Enhancing employee engagement through work-life balance practices. *Human Resource Management Review*, 31(2), 100770. <https://doi.org/10.1016/j.hrmr.2020.100770>
- [27]. Saks, A. M., & Gruman, J. A. (2024). Caring organizational cultures and the future of work. *European Management Review*.
- [28]. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315.
- [29]. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315.
- [30]. Setiyanto, A. I., & Hidayati, S. N. (2017). Pengaruh kepuasan kerja dan komitmen organisasi terhadap turnover intention. *Jurnal Akuntansi, Ekonomi Dan Manajemen Bisnis*, 5(1), 105-110. <https://doi.org/10.30871/jaemb.v5i1.439>
- [31]. Singh, R., & Khurana, N. (2023). Time management and work-life balance: A hospitality industry perspective. *Journal of Hospitality Management and Marketing*, 10(2), 185-201.
- [32]. Soelton, M., Lestari, P. A., Arief, H., & Putra, R. L. (2020, February). The effect of role conflict and burnout toward turnover intention at software industries, work stress as moderating variables. In 4th International Conference on Management, Economics and Business (ICMEB 2019) (pp. 185-190). Atlantis Press. <https://dx.doi.org/10.2991/aebmr.k.200205.034>
- [33]. Taris, T. W., & de Jonge, J. (2024). Workaholism: Taking stock and looking forward. *Annual Review of Organizational Psychology and Organizational Behavior*, 11(1), 113-138.
- [34]. Taris, T. W., van Beek, I., & Schaufeli, W. B. (2020). The motivational make-up of workaholism and work engagement: A longitudinal study on need satisfaction, motivation, and heavy work investment. *Frontiers in Psychology*, 11, 1419.
- [35]. Vellya, V., Pio, R. J., & Rumawas, W. (2020). Employee Engagement sebagai Pemoderasi Worklife Balance dengan Turnover Intention. *Productivity*, 1(2), 168-173. <https://ejournal.unsrat.ac.id/index.php/productivity/article/download/29194/28349Zamzamy>