

Job Stress, Ego Depletion, and Turnover Intention: The Buffering Role of Islamic Spiritual Well-Being in the Hospitality Industry

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Abstract

High levels of work stress and employee turnover are classic problems in the hospitality industry that have serious implications for organizational sustainability. This study aims to analyze the effect of work stress on turnover intention through ego depletion, as well as to test the role of Islamic Spiritual Well-Being (ISWB) as a moderating variable. This study is based on the Conservation of Resources (COR) Theory which emphasizes the importance of psychological resources in dealing with work pressure. The study population was hotel and restaurant employees in the Purwokerto area, with a sample of 210 respondents selected using stratified random sampling technique. Data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results showed that work stress has a positive effect on turnover intention both directly and indirectly through ego depletion. In addition, ISWB was shown to moderate the relationship between work stress and turnover intention, where employees with high levels of Islamic spirituality showed a lower tendency to leave their jobs despite facing high stress. This research expands the application of COR Theory in the hospitality context and provides practical contributions for hotel and restaurant management in designing stress management programs based on Islamic spirituality to reduce turnover rates and improve employee psychological well-being.

Keywords: job stress; ego depletion; islamic spiritual well-being; turnover intention; workplace spirituality

Received : Ocotober 29th, 2025

Revised: December 14th, 2025

Accepted: January 7th, 2026

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Introduction

The hospitality industry is a sector with the highest turnover rates in various countries due to the nature of the work, which demands excellent service, irregular working hours, and high emotional burdens when interacting with customers (Bufquin et al., 2021; Kim & Kim, 2021). A similar situation occurs in Indonesia, where hospitality employees exhibit high turnover intention (TI) due to persistent work pressure and psychological exhaustion (Darmawan dan & Bagis, 2024; Ferdian et al., 2020; Putri et al., 2023). High turnover results in increased recruitment and retraining costs, as well as decreased service quality (Suroya et al., 2023).

Job stress is a major trigger for TI because continuous work pressure can drain an individual's psychological resources (Ning et al., 2023; Üngüren et al., 2024). Based on Conservation of Resources (COR) Theory, stress arises when a person experiences loss or threat of loss of resources, thus encouraging withdrawal behavior such as TI to maintain psychological balance (Hobfoll et al., 2018; Kim & Kim, 2021). In the hospitality workplace, frontline workers must maintain a friendly expression despite experiencing physical and emotional exhaustion, further depleting their self-regulatory capacity (Elshaer et al., 2025; Jones et al., 2024).

Decreased self-regulation leads to ego depletion, a condition where the ability to manage emotions and behavior decreases due to depleted mental energy (Baumeister et al., 1998; He & Wei, 2022). In this state, employees are more likely to experience burnout and desire to leave their jobs (Jin, 2023; Xiu et al. 2022). Darmawan & Bagis (2024); Putri et al. (2023) noted high turnover of hotel employees due to work pressure, service demands, and customer complaints. Research explicitly examining psychological mechanisms such as ego depletion in the hospitality context is still very limited (He et al., 2023; Jin, 2023).

Personal resources are a crucial factor in maintaining psychological resilience when resources are depleted due to work stress (Bagis & Adawiyah, 2025), just as the role of Islamic Spiritual Well-Being (ISWB) reflects the form of personal resources in maintaining psychological resilience due to work stress and inhibiting employee turnover intentions. ISWB is a positive spiritual construct based on Islamic values that emphasizes the meaning of life, inner peace, gratitude, and sincerity in work (Bagis et al., 2024). Based on COR Theory, ISWB functions to strengthen psychological energy reserves, thereby buffering the impact of stress on negative behaviors such as TI (Charzyńska et al., 2021; Hwang & Yi, 2022). Oh & Wang (2020) stated that spiritual well-being is necessary to minimize the negative impact of spiritual burden in organizations. Several studies have also shown that spiritual well-being can act as a buffer against the effects of work stress on burnout and IT (Charzyńska et al., 2021; Salama et al., 2022). From an Islamic perspective, spirituality encourages individuals to interpret work pressure as part of worship through the values of patience and sincerity, so that stress does not immediately trigger withdrawal behavior (Amiruddin et al., 2021; Isikan, 2024). The ISWB dimension is universal and independent of religious differences because it focuses on psychological well-being (Syahir et al., 2025), making it relevant to the heterogeneous hospitality work environment. Thus, ISWB deserves to be positioned as a moderator in the relationship between job stress and IT.

Several studies consistently found a positive influence between job stress and IT, especially in the hospitality sector (Ahmad, 2022; Akdemir, 2022; Dodanwala et al., 2023; Ning et al., 2023; Üngüren et al., 2024). However, there are also studies that report no effect, particularly in the education and digital workforce sectors (Khoirunnisa, 2025; Maharani & Tamara, 2024; Pramudita et al., 2025). This inconsistency indicates the need to explore psychological mechanisms through the mediation of ego depletion. Research on ego depletion mediation is still very limited in the hospitality sector in Indonesia (He & Wei, 2022; Xiu et al., 2022). Furthermore, research on spiritual well-being is largely generic and has not specifically examined ISWB as a personal resource in the hospitality industry (Charzyńska et al., 2021; Ertensir et al., 2024; Taylor et al., 2024). Therefore, to date, no research has simultaneously examined the mediation of ego depletion and moderation of ISWB within a single model based on COR Theory, particularly in the hospitality context. This represents an important contribution to enriching academic understanding and human resource retention strategies in this high-pressure sector.

Based on this gap, this study aims to analyze the effect of job stress on IT, with ego depletion as a mediator. Furthermore, ISWB is used as a moderating variable in this relationship. Theoretically, this study expands the understanding of COR Theory by positioning ISWB as a personal resource that strengthens employees' psychological resilience. Practically, the research findings are expected to provide recommendations for employee retention strategies through spiritual-based stress management interventions that support the sustainability of hospitality organizations.

Literature Review

Conservation of Resources (COR) Theory

COR Theory Hobfoll et al. (2018), job stress is a primary trigger for the loss of psychological resources due to high job demands. When mental energy is depleted, self-regulation declines, leading to ego depletion, a state of psychological exhaustion that makes it difficult for individuals to control their emotions and behavior (Baumeister et al., 1998; Xiu et al., 2022). Intense interactions with customers and the need to maintain emotions continuously accelerate the occurrence of ego depletion, especially in the hospitality sector (Bufquin et al., 2021; Jin, 2023). Consistent with COR, prolonged resource loss leads to withdrawal behaviors such as turnover intention as an effort to protect remaining psychological energy (Ferdian et al., 2020; Kim & Kim, 2021).

However, COR also states that personal resources can function as a buffer against resource loss (Hobfoll, 2001). Dalam konteks masyarakat Muslim, ISWB is a crucial psychological resource that provides meaning to work pressure through spiritual values such as patience, sincerity, and gratitude (Amiruddin et al., 2021; Bagis et al., 2024). Employees with high ISWB do not view stress as a threat but rather as part of worship and a test of life, thus weakening the relationship between job stress and turnover intention (Charzyńska et al., 2021; Hwang & Yi, 2022).

The Influence of Job Stress on Turnover Intention

Turnover intention (TI) refers to an individual's conscious intention to leave an organization, either in the short or long term (Mobley, 1977). Tett & Meyer (1993) explain that TI arises from an individual's evaluation of working conditions, which then leads to a desire to leave. TI is generally measured using indicators such as thoughts of quitting, plans to leave the organization, and the search for alternative employment (Kim & Kim, 2021; Mobley, 1977; Tett & Meyer, 1993). Job stress is defined as an individual's psychological response that occurs when job demands exceed his or her capacity (Parker & DeCotiis, 1983). In the hospitality industry, job stress often arises from emotional distress, long working hours, high workloads, and role conflict when dealing with customers (Bufquin et al., 2021). Job stress is generally measured through several dimensions, such as time pressure, workload, role conflict, anxiety, responsibility pressure, and work-family conflict (Bufquin et al., 2021; Dodanwala et al., 2023; Ning et al., 2023; Parker & DeCotiis, 1983). These intense working conditions make hospitality employees vulnerable to stress.

According to COR Theory, job stress arises when individuals lose physical and psychological resources due to job demands (Hobfoll et al., 2018). When resource losses persist, individuals begin to exhibit withdrawal behaviors as a self-protection strategy, one of which is IT. Thus, the higher the job stress, the greater the urge to leave the organization in an effort to maintain psychological balance. Many studies have found that job stress has a positive effect on IT in the hospitality sector (Akdemir, 2022; Ferdian et al., 2020; Khoirunnisa, 2025; Üngüren et al., 2024). A Meta-analysis Kim & Kim (2021) also confirmed that job stress is the strongest predictor of turnover intention in the service industry.

H1: Job stress has a positive effect on turnover intention.

The Effect of Job Stress on Ego Depletion

In hospitality employees, ego depletion often occurs after intense interactions with customers and repetitive work demands. Job stress arises when work demands exceed an individual's capacity, due to heavy workloads, anxiety, time pressure, or role conflict (Bufquin et al., 2021; Parker &

DeCotiis, 1983). This condition forces employees to continuously control their emotions and behaviors in stressful work situations, further depleting self-regulatory energy.

According to COR Theory, job stress causes a loss of psychological resources, including the energy needed to regulate behavior and emotions (Hobfoll et al., 2018). When these resources are depleted, individuals experience ego depletion. Frontline hospitality employees must remain friendly, responsive, and patient under stressful conditions. This demand for self-control further accelerates the emergence of ego depletion (Bufquin et al., 2021; Dang, 2018). Thus, the higher the job stress, the greater the chance of employees experiencing self-regulatory fatigue. This is in line with research (He & Wei, 2022; Jin, 2023; Xiu et al., 2022) which found that work stress contributes to increasing ego depletion.

H2: Job stress has a positive effect on ego depletion.

The Effect of Ego Depletion on Turnover Intention

Based on Conservation of Resources (COR) Theory, ego depletion represents a condition of significant loss of self-regulatory resources due to ongoing work pressure. When these psychological resources decline, individuals become less able to manage emotions, maintain focus, and adaptively evaluate job demands. As a result, the work environment begins to be perceived as a threat to psychological well-being, thus encouraging the emergence of withdrawal behavior as a strategy to stop the process of further resource loss, one of which is through turnover intention (Hobfoll et al., 2018).

In the hospitality industry, ego depletion further strengthens the intention to leave work because employees are faced with the demands of continuous emotional control and excellent service. The state of self-regulatory fatigue makes employees more impulsive, give up easily, and lose the ability to use constructive coping strategies (Baumeister, 2002). A number of empirical studies show that individuals with high levels of ego depletion tend to view turnover as the most realistic mechanism for restoring psychological resources, so that ego depletion is positively related to turnover intention (He et al., 2023; Jin, 2023; Xiu et al., 2022).

H3: Ego depletion has a positive effect on turnover intention.

The Mediating Role of Ego Depletion in the Effect of Job Stress on Turnover Intention

Conceptually, the mediating role of ego depletion confirms that the influence of job stress on turnover intention does not occur instantly, but rather through a gradual psychological process of self-regulatory fatigue (Hobfoll et al., 2018). Chronic job stress drains employees' psychological resources, requiring individuals to allocate excessive mental energy to controlling emotions, maintaining a professional attitude, and meeting service demands (He & Wei, 2022). When this condition persists without adequate recovery, employees experience ego depletion, which reduces their adaptive capacity and psychological resilience.

Within the framework of COR Theory, ego depletion functions as an internal mechanism that bridges the relationship between resource loss due to job stress and the emergence of withdrawal behavior. Employees experiencing ego depletion tend to view turnover as a rational strategy to halt the downward spiral of resource loss and restore their psychological well-being. Previous empirical findings also show that ego depletion consistently mediates the relationship between various job stressors and turnover intention, especially in jobs with high emotional demands such as the

hospitality sector (He & Wei, 2022; Jin, 2023; Xiu et al., 2022). Thus, ego depletion is a key psychological pathway explaining how job stress leads to increased turnover intention.

H4: Ego depletion mediates the effect of job stress on turnover intention.

Moderation of ISWB in the Relationship Between Job Stress and Turnover Intention

ISWB is a state of psychological well-being that stems from Islamic spiritual values, such as the meaning of life, patience, sincerity, and gratitude, which help individuals interpret work pressure more positively (Bagis et al., 2024; Bagis et al., 2025). Within the COR Theory framework, ISWB is positioned as a personal resource that functions as a buffer against the loss of psychological resources due to work stress. Employees with high levels of ISWB tend to have inner peace and a deeper sense of meaning in their work, so that work pressure is not directly perceived as a threat that encourages withdrawal behavior such as turnover intention (Amiruddin et al., 2021; Bagis et al., 2024; Bagis, Adawiyah, Tubastuvi, & Dumasari, 2025).

In addition, ISWB helps employees maintain emotional stability and self-control when facing high work demands, especially in the emotionally demanding hospitality industry (Bagis, Adawiyah, Tubastuvi, & Umairowh, 2025). Spiritual values such as patience, sincerity, and gratitude serve as internal coping mechanisms that slow the process of psychological resource loss. Several empirical studies have shown that spiritual well-being can weaken the influence of work stress on negative outcomes, including burnout and turnover intention (Bagis, Adawqiyah, & Purnomo, 2025; Charzyńska et al., 2021; Hwang & Yi, 2022). Thus, ISWB is conceptually and empirically worthy of being positioned as a moderator variable that weakens the relationship between job stress and turnover intention.

H5: ISWB moderates the effect of job stress on turnover intention, with the relationship weaker for employees with high ISWB.

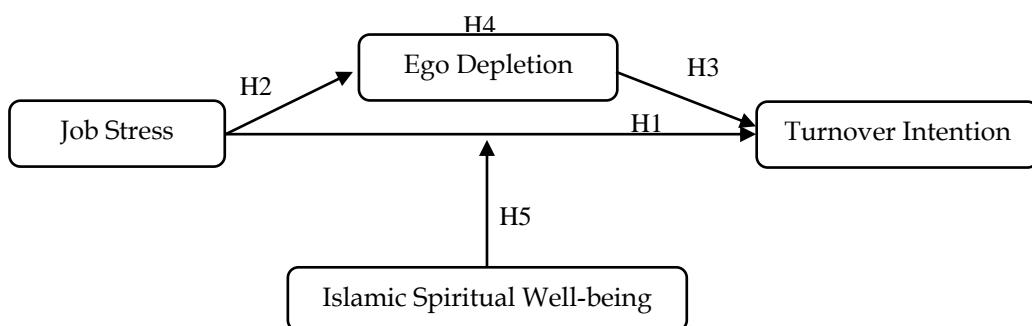


Figure 1. Conceptual framework

Methods

This study used a quantitative approach to explain the causal relationship between job stress, ego depletion, and turnover intention, with ISWB as a moderator variable (Sugiyono, 2017). This approach is based on the COR Theory framework (Hobfoll et al., 2018). The study population included all employees in the hospitality industry in Purwokerto, Banyumas Regency, including star-rated hotels, non-star-rated hotels, restaurants, and large cafes. Respondents focused on frontline employees (front office, housekeeping, and food & beverage service) due to their direct interaction with customers and high levels of work stress. The sample size for each stratum used the 10-times rule. This study used 210 samples. The primary sampling technique was stratified random sampling,

as the population was divided into three strata (star-rated hotels, non-star-rated hotels/lodgings, and large restaurants/cafes). Respondents for each stratum were determined using accidental sampling.

Primary data were collected using a five-point Likert scale questionnaire (1 = strongly disagree to 5 = strongly agree). The research instrument for job stress variables used nine statement items (Bufquin et al., 2021; Dodanwala et al., 2023; Parker & DeCotiis, 1983) adapted from six indicators (Parker & DeCotiis, 1983) including workload; time pressure; role conflict and role ambiguity; anxiety; responsibility pressure; work-family conflict. Ego depletion was measured using 10 statement items developed by (Baumeister et al., 1998; He & Wei, 2022; Twenge et al., 2004) adapted from five indicators (Twenge et al., 2004) namely self-control exhaustion; decreased motivation; cognitive impairment; emotional dysregulation; behavioral impulsivity. Turnover intention was measured with 6 statement items adapted from Mobley (1977); Tett & Meyer (1993) namely thoughts of quitting; search for alternatives; intention to leave; Job dissatisfaction. Islamic spiritual well-being was measured using sixteen statement items adapted from (Bagis et al., 2024).

The data analysis method used Structural Equation Modeling-Partial Least Squares (SEM-PLS). Research testing included outer and inner model analysis. The outer model test was considered valid if each test had a convergent validity value using loading factor (>0.60), Cronbach's Alpha (>0.70), Average Variance Extracted (AVE) (>0.50), and Composite Reliability (>0.90). The inner model test included the R-square value and hypothesis testing using the bootstrapping method (Hair et al., 2021).

Result and Discussion

Result

There were 210 respondents involved and were employees of the hospitality sector in the Purwokerto area, Banyumas Regency, consisting of employees of star-rated hotels, non-star-rated hotels, restaurants, and large cafes. Detailed respondent data is presented in Table 1.

Table 1. Respondent Demographics

| Demographics | Categories | Frequency | Percent |
|-----------------|---------------------------|-----------|---------|
| Gender | Man | 95 | 45 |
| | Woman | 115 | 55 |
| Age | 21-35 years old | 134 | 64 |
| | > 35 years old | 76 | 36 |
| Length of work | 1-3 years | 109 | 54 |
| | >3-6 years | 73 | 35 |
| | >6 years | 28 | 11 |
| Employee status | Permanent | 181 | 86 |
| | Non-permanent | 29 | 14 |
| Field of work | Food and beverage service | 94 | 45 |
| | Front office | 59 | 28 |
| | Housekeeping | 57 | 27 |

Table 1. show the majority of respondents were female (55%), while men (45%). This reflects the actual conditions of the hospitality sector where many frontline positions (such as housekeeping, cashiers, and restaurant servers) are dominated by female workers (Bufquin et al., 2021). Based on

age, most respondents were aged 21–35 years (64%), indicating that the workforce in this sector is relatively young and at the early stages of their careers (Jackson et al., 2022). The majority of respondents had worked for 1–3 years (52%), reflecting the dynamics of the hospitality industry, which is filled with employees in the phase of building experience and developing service skills (Jung et al., 2024). The combination of relatively young age and short tenure indicates that respondents are in a vulnerable period to work pressure and the demands of customer interactions. Therefore, it is relevant to examine the relationship between job stress, ego depletion, and turnover intention (Salama et al., 2022). Based on job position, respondents were predominantly in the food and beverage service department (45%). In terms of employment status, the majority were permanent employees (86%), indicating a long-term employment relationship.

These characteristics indicate that the hospitality sector workforce in Purwokerto is dominated by young individuals with considerable work experience but still faces high pressure due to the demands of intense customer interactions. This situation aligns with the COR Theory framework (Hobfoll et al., 2018) which emphasizes the importance of psychological resources in coping with work stress and preventing mental exhaustion.

Respondent data was processed using SEM-PLS. The test results are presented in Figure 2 and Table 2.

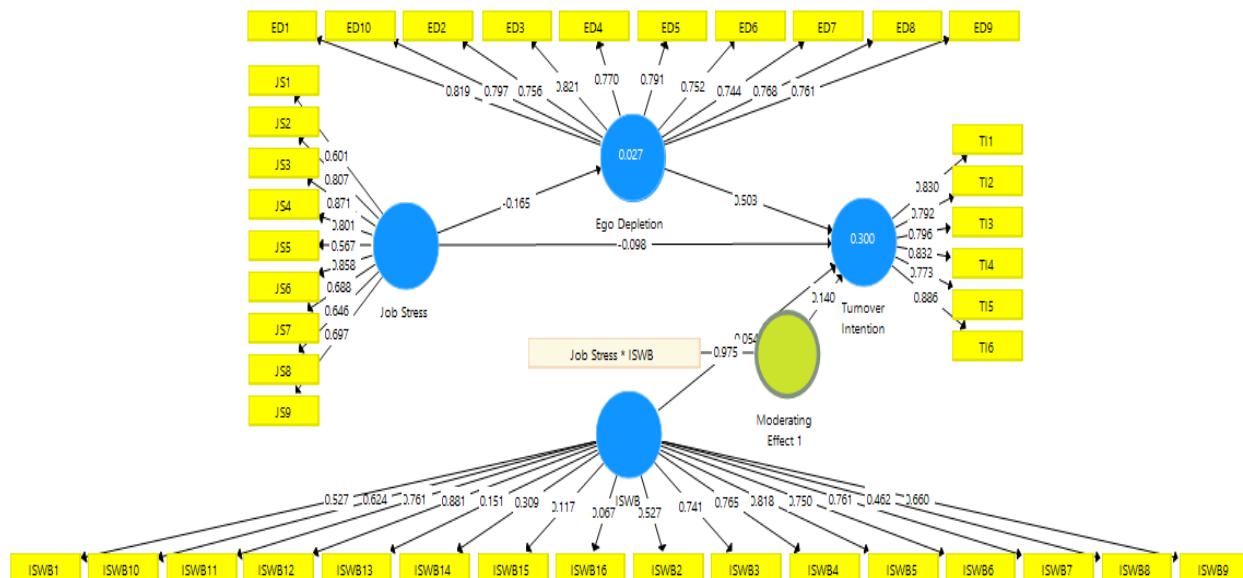


Figure 2. Model PLS

Data analysis was carried out in 2 rounds, this data showed that there were twelve indicators that had to be eliminated because they had an outer loading value below 0.6. The second round of the outer loading value obtained exceeds 0.6 (Chin, 2010) presented in Table 2.

Table 2. Outer Loading

| Variable | Loading Factor |
|--|----------------|
| Job Stress | |
| JS1 I feel my job demands a lot of energy and concentration | Rejected |
| JS2 I easily feel emotionally exhausted by my work | 0,829 |
| JS3 I feel the work time I'm given isn't enough to complete my tasks | 0,882 |
| JS4 I feel anxious about the demands of my job | 0,860 |
| JS5 I feel pressured by the work targets my boss sets for me | Rejected |

| | Variable | Loading Factor |
|--|---|----------------|
| JS6 | I often experience role conflict at work | 0,882 |
| JS7 | I feel my work interferes with my personal life | Rejected |
| JS8 | I have difficulty controlling my work | Rejected |
| JS9 | I feel my job causes a lot of emotional stress | Rejected |
| Ego Depletion | | |
| ED1 | I have difficulty concentrating after doing tiring activities | 0,819 |
| ED2 | I feel my mind slows down when I have to make decisions | 0,756 |
| ED3 | I feel rushed when making decisions | 0,821 |
| ED4 | I am more easily irritated when I am mentally tired | 0,770 |
| ED5 | I find it difficult to control my emotions | 0,791 |
| ED6 | I feel my patience decreases when faced with small, annoying things | 0,752 |
| ED7 | I give up easily when working on difficult tasks | 0,744 |
| ED8 | I feel mentally exhausted after doing work | 0,767 |
| ED9 | I feel like I don't have enough energy to continue working | 0,761 |
| ED10 | I feel like my motivation decreases after trying hard to control myself | 0,796 |
| Islamic Spiritual Well-being (ISWB) | | |
| ISWB1 | I make a work plan before carrying out tasks. | Rejected |
| ISWB2 | I complete every responsibility entrusted to me | Rejected |
| ISWB3 | I do my work consistently with good intentions | 0,765 |
| ISWB4 | I carry out my duties with joy and without feeling forced | 0,815 |
| ISWB5 | I am not easily discouraged, even when I experience failure | 0,850 |
| ISWB6 | I prioritize cooperation with my colleagues to achieve goals | 0,803 |
| ISWB7 | I strive to alleviate the difficulties of others. | 0,795 |
| ISWB8 | I regularly attend religious studies. | Rejected |
| ISWB 9 | I am committed to always doing good | 0,672 |
| ISWB 10 | I maintain a healthy behavior, speech, appearance, and use of social media (WhatsApp, Instagram, etc.). | 0,675 |
| ISWB11 | I strive to maintain a balance between worldly and afterlife affairs. | 0,783 |
| ISWB12 | I am able to manage my time between work and worship, including attending religious studies. | 0,908 |
| ISWB13 | I seek God's blessing in all my work. | Rejected |
| ISWB14 | I never curse when angry. | Rejected |
| ISWB15 | I am always grateful for what I have. | Rejected |
| ISWB16 | I am not easily disappointed or discouraged when facing difficulties. | Rejected |
| Turnover Intention | | |
| TI1 | I often think about leaving my job | 0,831 |
| TI2 | I plan to leave this job within the next year | 0,791 |
| TI3 | I feel like looking for work elsewhere | 0,794 |
| TI4 | I feel like I would be better off leaving this company | 0,832 |
| TI5 | I am actively looking for job opportunities elsewhere | 0,774 |
| TI6 | I plan to leave this organization as soon as possible | 0,886 |

Source: Processed data (2025)

Table 2 The results of the outer model test showed that there was a loading factor value of >0.6. Thus, it can be said that the loading values of all indicators have values that meet the requirements of convergent validity. Meanwhile, according to (Hair et al., 2019), Cronbach's Alpha value above 0.7,

Composite reliability value above 0.9, and AVE value above 0.5 indicate that the indicator is declared valid and reliable. The test results can be seen in table 3.

Table 3. Construct Reliability and Validity

| | Cronbachc's Alpha | rhoa_A | Composite Reability | Average Variance Extracted (AVE) |
|-------------------------------------|-------------------|--------|---------------------|----------------------------------|
| Job Stress | 0,887 | 0,909 | 0,921 | 0,746 |
| Ego Depletion | 0,928 | 0,932 | 0,939 | 0,606 |
| Islamic Spiritual Well-being (ISWB) | 0,936 | 1.000 | 0,936 | 0,621 |
| JS*ISWB | 1,000 | 1,000 | 1,000 | 1,000 |
| Turnover Intention | 0,901 | 0,907 | 0,924 | 0,671 |

Source: Processed data (2025)

The results of Table 3 show that the reliability and validity constructs for all variables are declared valid and reliable. Furthermore, the results of the test The R^2 value of this study was 0.288 for turnover intention indicating that the variables of job stress and ego depletion explained around 28.8% of the variation in turnover intention. According to Chin (2010); Hair et al. (2019) R^2 values between 0.25 and 0.50 are categorized as models with a moderate level of explanation, so these results are still acceptable in the context of organizational behavior research. Meanwhile, an R^2 value of 0.029 for ego depletion indicates a weak level of explanation, indicating that most of the variability of ego depletion may be influenced by other factors outside the model, such as social support, workload, or leadership style (Jin, 2023; Xanthopoulou et al., 2007). However, in the context of the organization, psychological and situational factors remain the main determinants of employee stress levels (Bufquin et al., 2021; Salama et al., 2022). Furthermore, the results of the hypothesis test can be seen in Table 4, it is said to be influential if each variable has a p value of <0.05 (Hair et al., 2021).

Table 4. Hypothesis Testing Results

| Hypothesis | Original Sample (O) | T-statistic | P-Value | Result |
|---|---------------------|-------------|---------|----------|
| H1: Job Stress → Turnover Intention | 0,119 | 2,079 | 0,038 | accepted |
| H2: Job Stress → Ego Depletion | 0,184 | 2,918 | 0,004 | accepted |
| H3: Ego Depletion → Turnover Intention | 0,496 | 8,391 | 0,000 | accepted |
| H4: Job Stress → Ego Depletion → Turnover Intention | -0,091 (indirect) | 2,661 | 0,008 | accepted |
| H5: JS*ISWB → Turnover Intention | 0,160 | 2,375 | 0,018 | accepted |

Source: Processed data (2025)

Based on the results of the PLS-SEM analysis (Table 4), the path coefficient with a p-value of <0.05 is considered significant. The results showed that job stress and ego depletion had a positive effect on turnover intention, so H1 and H2 were accepted. It was also found that a positive effect of job stress on ego depletion was accepted, so H3 was accepted, confirming that job stress contributes to increased psychological fatigue that encourages employee intention to leave. The results of the mediation test showed that ego depletion mediated the relationship between job stress and turnover intention (original sample = -0.091; p >0.05), so H4 was accepted. Thus, social support and a

supportive work environment are needed to reduce the impact of stress on psychological fatigue (Xanthopoulou et al., 2007). The results of the moderation test showed that Islamic Spiritual Well-Being (ISWB) weakened the effect of job stress on turnover intention ($p < 0.05$), so H5 was accepted. This means that ISWB acts as a personal resource that strengthens employees' psychological resilience in the face of work pressure.

Discussion

The results of the study (Table 4) indicate that job stress has a positive effect on turnover intention. This finding aligns with the COR theory, which states that job stress is a form of psychological resource loss, prompting individuals to engage in withdrawal behaviors to protect themselves. In the hospitality context in Banyumas, the majority of respondents were young and early in their careers, making them vulnerable to work pressure. In these situations, employees are prone to emotional exhaustion, limited work hours, anxiety due to job demands, and frequent conflicts with coworkers, all of which trigger turnover intentions. These results support research Ferdian et al. (2020); Jung et al. (2024); Kim & Kim (2021) which found that job stress is a strong predictor of turnover intention in the service sector.

The hypothesis 1 also suggests that job stress has a positive effect on ego depletion. This indicates that work pressure in the hospitality sector drains psychological energy and reduces employees' ability to control their emotions. This aligns with conditions in the hospitality sector in Banyumas, where frontline employees experience difficulty concentrating after tiring activities, rush in making decisions, struggle to control their emotions, and experience decreased motivation due to mental exhaustion. Thus, job stress significantly drains the mental energy employees need to maintain their service performance. This aligns with the view Hobfoll et al. (2018) in COR Theory that the loss of psychological resources leads to a decline in self-regulation. This finding corroborates research by Jin (2023) and He & Wei (2022) which also found that emotional burden and abusive supervision can accelerate the emergence of ego depletion in the workplace.

The test results (Table 4) indicate that ego depletion has a positive effect on turnover intention. In the hospitality sector, employees in Banyumas experienced mental exhaustion, leading to a loss of motivation, a tendency to give up easily, and a lack of energy to continue working. This, in turn, led to employees wanting to leave their jobs and accelerating psychological exhaustion. This finding is consistent with research (Dang, 2018; He et al., 2023; Xiu et al., 2022) which found that ego depletion increases the risk of employee turnover.

The hypothesis 4 suggests that ego depletion partially mediates the relationship between job stress and turnover intention. This means that job stress can directly increase turnover intentions, but also indirectly through psychological exhaustion. In the hospitality context in Banyumas, employees experience persistent work pressure without adequate social support or recovery, leading to a decrease in psychological energy. As a result, employees become more susceptible to pressure, lose focus at work, become more irritable, lose patience when dealing with small matters, and experience anxiety due to work demands, leading to a tendency to seek a new work environment. These results support research He & Wei (2022); Jin (2023) showing that ego depletion is an important psychological mechanism in the relationship between stress and turnover intentions.

The results of the moderation test indicate that ISWB weakens the effect of job stress on turnover intention. This means that employees with a high level of Islamic spirituality have a greater ability to withstand work pressure. In practice, ISWB helps hospitality employees in Banyumas carry

out their duties consistently and responsibly, and are willing to help coworkers. Furthermore, employees carry out their obligations without coercion and are able to maintain a balance between worldly and afterlife affairs, thus preventing them from easily being tempted to leave their jobs despite facing pressure. They view work as part of their devotion to God (Bagis, Adawiyah, Tubastuvi, & Dumasari, 2025). his finding supports research Bagis et al. (2024); Charzyńska et al. (2021); Hwang & Yi (2022) which confirms that workplace spirituality can be an important psychological resource in maintaining employee mental balance. Theoretically, this study extends COR Theory by clarifying the psychological mechanism through which work stress leads to turnover intention, namely ego depletion as a form of resource loss. This study also contributes by positioning ISWB as a spiritual-based personal resource that functions as a buffering mechanism, slowing down the resource loss spiral triggered by prolonged job stress. By demonstrating that ISWB weakens the stress–turnover relationship in a high emotional labor context, this research enriches COR Theory by integrating spiritual well-being into the framework of personal resources, particularly within the hospitality industry.

Conclusion

This study demonstrates that work stress has a positive effect on turnover intention, both directly and indirectly through ego depletion. Employees experiencing high work pressure tend to lose psychological resources, which in turn reduces self-regulation and increases the desire to leave the organization. In addition, the research results also show that Islamic Spiritual Well-Being (ISWB) plays an important role in weakening the negative influence of work stress on turnover intention. This confirms that the dimension of spirituality based on Islamic values can be a personal resource that helps employees cope with work pressure in a more positive manner. Theoretically, this study expands the application of Conservation of Resources Theory to the hospitality industry context by incorporating ISWB as a personal resource based on Islamic spirituality. Practically, the results provide a foundation for hotel and restaurant managers to develop human resource management policies that emphasize spiritual, emotional, and social balance in the workplace.

This study has several limitations. This study has several limitations, first, the study was conducted in the Purwokerto area with a limited number of samples of hotel and restaurant employees, so the generalization of the results still needs to be tested in a broader context such as the tourism or hospitality sector in other areas. Second, this study used a cross-sectional design, so it was unable to capture the dynamics of changes in work stress and spiritual well-being over time.

For future research, it is recommended to use a longitudinal approach to more dynamically examine changes in stress and spiritual well-being, including Generation Z respondents. This approach involves qualitative methods such as in-depth interviews to understand the meaning of work spirituality in the local cultural context. Furthermore, it is recommended to test stress management interventions based on Islamic spirituality in various other service sectors (e.g., tourism or hospitals) to test the consistency of ISWB's role in reducing turnover intention

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