International Journal of Managerial Studies and Research (IJMSR)
Volume 14, Issue 1, January 2026, PP 66-75
ISSN 2349-0330 (Print) & ISSN 2349-0349 (Online)
https:/.doi.org/10.20431/2349-0349.1401008
www.arcjournals.org

The Pressure of New Technology Adoption in Luxury Hotels: Employee Burnout and the Role of Perceived Organizational Support

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Abstract: *Digitalization has fundamentally reshaped work processes in hospitality, while also introducing new sources of employee strain. Drawing on the Job Demands–Resources (JD-R) model and Social Exchange Theory (SET), this study examines how digital job demands influence burnout and turnover intention among employees working in a luxury hotel, while also testing the mediating role of burnout and the moderating role of perceived organizational support. Digital job demands are conceptualized as a second-order construct comprising technology dependence, constant availability, and work intensification. The proposed model was tested using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that digital job demands significantly increase burnout and turnover intention, with burnout partially mediating this relationship. Furthermore, perceived organizational support weakens the positive association between burnout and turnover intention, indicating a buffering moderation effect. A moderated mediation analysis reveals that the indirect effect of digital job demands on turnover intention via burnout is strongest when organizational support is low. These findings contribute to the literature on digital work and employee well-being by highlighting the dual role of digital job demands as stressors and organizational support as a critical protective mechanism in luxury hospitality settings.*

Keywords: *Luxury hospitality; digital job demands; burnout; turnover intention; perceived organizational support*

1. INTRODUCTION

In recent years, the hospitality industry—particularly the luxury hotel segment—has undergone a significant transformation driven by the integration of digital and intelligent technologies (Zhang et al., 2024; Sharif et al., 2025). Advanced property management systems, algorithmic revenue management tools, digital scheduling platforms, and AI-supported coordination systems are now embedded in daily hotel operations. While these technologies are promoted as enablers of efficiency, service personalization, and competitive advantage, they have also fundamentally reshaped the nature of work for hotel employees, whose tasks and interactions are increasingly mediated by digital systems (Scholze & Hecker, 2023).

Despite the rapid diffusion of digital technologies in hospitality, prior research has largely focused on organizational performance and service outcomes, with comparatively limited attention to employee well-being and retention (Baquero, 2023; Breaban et al., 2024). From an employee perspective, digitally intensified work environments may function as digital job demands, creating technology dependence, constant availability, and work intensification. This view aligns with the Job Demands–Resources (JD-R) model, which posits that excessive job demands deplete employees' energetic resources and increase strain, leading to burnout and withdrawal-related outcomes (Bakker & Demerouti, 2017).

Within this framework, burnout represents a key psychological mechanism linking sustained job demands to turnover intention, particularly in high-pressure service contexts such as luxury hospitality (Baquero, 2023). However, employees' responses to burnout may depend on the relational context in which work is embedded. To capture this dimension, the present study also draws on Social Exchange Theory (SET) (Blau, 1964), which emphasizes reciprocity in employee–organization relationships. Specifically, perceived organizational support reflects employees' beliefs that their organization values their contributions and cares about their well-being and may therefore buffer the effect of burnout on turnover intention.

Although both the JD-R model and SET are highly relevant, empirical studies integrating digital job demands, burnout, and perceived organizational support to explain turnover intention in luxury hotel settings remain limited. Addressing this gap is particularly important given the reliance of luxury hotels on skilled and emotionally engaged employees operating in digitally intensive environments.

In response to these developments, this study examines the relationships between digital job demands - conceptualized as a second-order construct comprising technology dependence, constant availability, and work intensification - burnout, turnover intention, and perceived organizational support among employees in a luxury hotel. Specifically, the research investigates: (1) the direct effects between digital job demands, burnout and turnover intention; (2) the mediating role of burnout in the relationship between digital job demands and turnover intention; and (3) the moderating role of perceived organizational support in the burnout–turnover relationship. By addressing these issues, the study contributes to the literature on digitalization and employee well-being in hospitality and provides practical insights for workforce retention in luxury hotels.

2. LITERATURE REVIEW

2.1. Theoretical Foundations: The JD-R Model and Social Exchange Perspective

The Job Demands–Resources (JD-R) framework explains how working conditions influence employee well-being and behavioral outcomes through a health-impairment process driven by excessive job demands and a motivational process supported by job resources (Bakker & Demerouti, 2017). In digitally intensive environments, recent extensions of the JD-R model emphasize the emergence of digital job demands, which arise from constant ICT use, system complexity, technology dependence, continuous availability, and work intensification (Scholze & Hecker, 2023, 2024).

In hospitality settings, digitalization and AI-driven systems are increasingly embedded in operational processes, exposing employees to persistent interruptions, heightened cognitive load, and accelerated work rhythms (Zhang et al., 2024; Sharif et al., 2025). These technology-induced demands require sustained mental effort and reduce opportunities for recovery, positioning digital job demands as salient stressors within hotel organizations. Prior hospitality research confirms that such demands constitute a distinct category of job demands that can trigger strain reactions and negatively affect employee outcomes (Baquero, 2023). In addition to the JD-R framework, the present study also draws on Social Exchange Theory (SET) (Blau, 1964) to capture the relational dynamics between employees and their organization. SET emphasizes the norm of reciprocity, suggesting that employees' attitudes and behavioral intentions are shaped not only by work demands but also by perceived organizational treatment. While the JD-R model explains how digital job demands contribute to burnout and strain, SET provides a complementary perspective for understanding how employees respond to these experiences, particularly in terms of withdrawal-related outcomes (Vuong, 2025). This relational lens becomes especially relevant when examining the role of perceived organizational support in shaping employees' turnover intentions.

2.2. Digital Job Demands, Burnout, and Turnover Intention

Burnout is a central outcome of the JD-R health-impairment process and reflects a state of emotional, physical, and cognitive exhaustion resulting from prolonged exposure to excessive job demands (Maslach et al., 2001). Consistent with prior research, digital job demands are modeled as a second-order construct encompassing technology dependence (DEP), constant availability (AVL), and work intensification (WI), all of which continuously deplete employees' energetic resources and increase exhaustion and strain (Scholze & Hecker, 2023).Empirical evidence from hospitality research demonstrates that ICT availability demands and technology-related workload significantly increase burnout among hotel employees (Zhang et al., 2024; Baquero, 2023). Moreover, digital job demands may also directly influence turnover intention, as employees may perceive digitally intensified work environments as unsustainable, prompting withdrawal cognitions even before severe exhaustion develops (Scholze & Hecker, 2024). Studies on AI and technostress in hospitality further indicate that technology-driven pressures heighten stress, insecurity, and intentions to leave (Sharif et al., 2025). Based on these arguments, we propose:

H1: Digital Job Demands (DJD) positively influence burnout (BRN)

H2: Digital Job Demands (DJD) positively influence turnover intention (TRN).

2.3. Burnout and Turnover Intention

Turnover intention represents a key withdrawal outcome and a strong predictor of actual employee turnover. Within the JD-R framework, burnout functions as a proximal mechanism through which sustained job demands translate into withdrawal-related cognitions (Bakker & Demerouti, 2017).

Hospitality research consistently reports a strong positive relationship between burnout and turnover intention. Employees experiencing emotional exhaustion are more likely to disengage psychologically from their organization and consider leaving as a strategy to conserve remaining resources (Baquero, 2023; Wang & Wang, 2020). Evidence from hotel and tourism contexts confirms that burnout undermines well-being, job satisfaction, and organizational attachment, thereby accelerating turnover intentions (Breaban et al., 2024). Drawing on prior evidence linking strain to withdrawal outcomes, we propose:

H3: Burnout positively influences turnover intention.

2.4. The Indirect Effect of Burnout on the Relationship between Digital Job Demands and Turnover Intention

Beyond their direct effects, digital job demands may influence turnover intention indirectly through burnout. The JD-R framework posits burnout as a key psychological mechanism linking excessive demands to negative behavioral outcomes. Digital job demands intensify exhaustion, which subsequently increases employees' intentions to leave the organization.Prior empirical studies support this mediating logic, showing that workload, technostress, and technology-related pressures affect turnover intention primarily through burnout and related strain reactions (Baquero, 2023; Breaban et al., 2024). Research on AI-related job insecurity further suggests that technology-induced stressors translate into turnover intentions through intermediate psychological states such as exhaustion and disengagement (Sharif et al., 2025). Extending this reasoning to indirect mechanisms, we propose:

H4: Burnout mediates the relationship between Digital Job Demands and turnover intention.

2.5. Social Exchange Theory and the Buffering Effect of Perceived Organizational Support

The moderating role of perceived organizational support (POS) in the relationship between burnout and turnover intention is grounded in Social Exchange Theory (SET) (Blau, 1964), which emphasizes the norm of reciprocity in employee–organization relationships. In organizational contexts, POS reflects employees' beliefs that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). According to SET, employees who perceive high organizational support are more likely to reciprocate with positive attitudes and continued organizational commitment, even when experiencing strain. Consequently, burnout may be less likely to translate into turnover intention when POS is high. In contrast, low levels of POS can intensify the effect of burnout on turnover intention, as employees perceive an imbalance in the exchange relationship and reduced organizational concern.

Empirical studies support this buffering mechanism, showing that POS attenuates the positive relationship between burnout and turnover intention across service and hospitality settings (Wang & Wang, 2020; Saikrishna & Suresh, 2024; Vuong et al., 2025). Thus, while burnout represents a key antecedent of turnover intention, POS shapes how strongly exhaustion translates into withdrawal-related cognitions. Building on Social Exchange Theory, we propose:

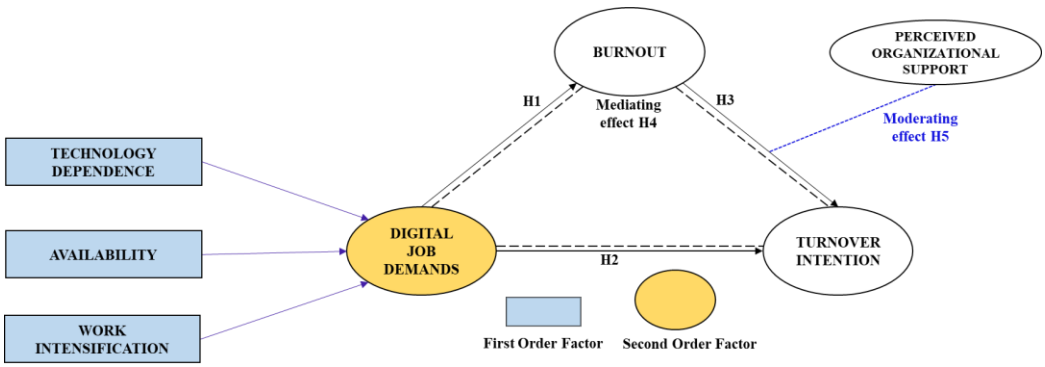

Figure 1. *Research Framework*

Source: Developed by authors

H5: Perceived Organizational Support moderates the relationship between burnout and turnover intention, such that the positive effect of burnout on turnover intention is weaker when perceived organizational support is high.

Synthesizing the theoretical insights discussed above, Figure 1 displays the conceptual model used to empirically assess the proposed relationships.

Blue lines are formative indicators and bold lines are hypotheses. Long dashed lines denote mediated role (H4). Blue dotted lines denote moderated role (H5).

3. METHODOLOGY

3.1. Measurements

Building on the Job Demands–Resources (JD-R) model and Social Exchange Theory, this study examines how digital job demands influence burnout and turnover intention among employees in a luxury hotel, with perceived organizational support acting as a moderator in the burnout–turnover relationship. The empirical data for this study were obtained via a self-administered online questionnaire distributed between May 2025 and January 2026 among frontline and back-of-house employees of a luxury hotel who routinely engage with digitally mediated work systems, including property management software, internal scheduling platforms, and digital coordination and communication tools.

Digital Job Demands (DJD), second order factor in our research - including technology dependence, availability, and work intensification - were captured through items such as “Smart automation systems are forcing me to do more work than I can manage.” and “I spend too much time responding to automatic notifications and system alerts that are not relevant to my tasks.” (Scholze & Hecker, 2024). Burnout (BRN) was measured with 4 items such as “I often feel physically exhausted on my job.” (Baquero, 2023). Turnover Intention (TRN) was measured using 2 items such as “I often think about quitting my job.” (Baquero, 2023). Perceived Organizational Support was measured using two items from a study by Vuong et al. (2025), such as “The organization really cares about my well-being”, and “Help is available from the organization when I have a problem.”

Participation was voluntary and anonymous, resulting in 227 valid responses. All measurement items were adapted from established scales and pretested for the hospitality context, and the proposed model was estimated using PLS-SEM with SmartPLS 4, with the sample size meeting recommended power and adequacy criteria for reliable estimation of direct and indirect effects (Hair et al., 2024).

3.2. Profile respondents

Table 1 presents the demographic profile of the respondents (N = 227). The age distribution is fairly balanced, with the largest shares of participants aged 35–44 years (28.2%) and 25–34 years (26.4%), followed by those under 25 years (23.8%). The sample is predominantly female (58.1%), while 39.2% are male. Regarding education, most respondents hold a high school diploma (36.1%) or a bachelor’s degree (35.2%), and nearly one fifth have a master’s degree (19.8%). In terms of professional experience, the majority report less than 10 years of experience, with the largest group having less than 3 years (26.9%). Finally, most participants indicate intermediate (39.2%) or advanced (37.0%) experience with intelligent automation systems.

Table 1. *Profile respondens*

Characteristics	N (227)	100(%)	Characteristics	N (227)	100(%)
Age			**Gender**		
Under 25 years	54	23.8	Male	89	39.2
25–34 years	60	26.4	Female	132	58.1
35–44 years	64	28.2	Prefer not to say	6	2.6
45–54 years	31	13.7	**Education level**		
55 years and over	18	7.9	General school	6	2.6
			Vocational school	14	6.2
Professional			High school	82	36.1
experience			Bachelor’s degree	80	35.2
Less than 3 years	61	26.9	Master’s degree	45	19.8
3–5 years	40	17.6	**Experience with**		

6–10 years	44	19.4	**intelligent automation**		
11–15 years	35	15.4	Beginner	43	18.9
16–20 years	27	11.9	Intermediate	89	39.2
21–25 years	10	4.4	Advanced	84	37
Over 25 years	10	4.4	Expert	11	4.8

Source: Developed by the authors

4. RESULTS AND DISCUSSION

4.1. Measurement model

To assess the measurement model's reliability and convergent validity, Cronbach's alpha (α), composite reliability (CR), and average variance extracted (AVE) were examined for all reflective constructs (see Table 2). Consistent with the recommendations of Hair et al. (2020), values above 0.700 for α and CR and above 0.50 for AVE were considered indicative of satisfactory internal consistency and convergent validity.

As reported in Table 2, the reflective measurement model demonstrates strong psychometric properties. Cronbach's alpha values range from 0.909 to 0.973, indicating high internal consistency across all constructs, while CR values vary between 0.937 and 0.987, confirming adequate construct reliability. Convergent validity is also well established, as AVE values range from 0.788 to 0.974, all exceeding the recommended threshold. Moreover, all indicator loadings are substantial, ranging from 0.811 to 0.987, well above the minimum cutoff of 0.700, indicating that the observed indicators reliably reflect their corresponding latent constructs. Overall, these results support the adequacy of the measurement model and its suitability for subsequent structural model analysis.

Table 2. *Factor loadings, reliability, and validity (n=227)*

Variables / Items	FL	α	CR	AVE
Burnout (BRN)		0.909	0.937	0.788
BRN1	0.902			
BRN2	0.895			
BRN3	0.925			
BRN4	0.825			
Technology Dependence (DEP)		0.933	0.952	0.833
DEP1	0.890			
DEP2	0.936			
DEP3	0.935			
DEP4	0.888			
Availability (AVL)		0.913	0.939	0.794
AVL1	0.811			
AVL2	0.925			
AVL3	0.924			
AVL4	0.899			
Work Intensification (WI)		0.926	0.953	0.871
WI1	0.922			
WI2	0.931			
WI3	0.947			
Perceived Organizational Support (POS)	0.940	0.971	0.943	
POS1	0.977			
POS2	0.965			
Turnover Intention (TI)		0.973	0.987	0.974
TRN1	0.987			
TRN2	0.987			

Note. FL = Factor Loadings; α = Cronbach's Alpha; CR = Composite Reliability; AVE = Average Variance Extracted.

Source: Developed by the authors based on calculations from SmartPLS

Discriminant validity was assessed using the Heterotrait–Monotrait (HTMT) ratio, with values below the recommended threshold of 0.900 indicating adequate discriminant validity (Henseler et al., 2015). As shown in Table 3, all HTMT values range from 0.018 to 0.709 and fall well below the threshold, confirming that the constructs are empirically distinct and supporting the discriminant validity of the measurement model.

Table 3. *Discriminant validity using HTMT*

	BRN	DEP	AVL	POS	TRN	WI
BRN						
DEP	0.308					
AVL	0.325	0.377				
POS	0.184	0.140	0.168			
TRN	0.622	0.249	0.235	0.293		
WI	0.449	0.452	0.709	0.018	0.394	

Note. BRN = Burnout; DEP = Technology Dependence; AVL = Availability; POS = Perceived Organizational Support; TRN = Turnover Intention; WI = Work Intensification.

Source: Developed by the authors based on calculations from SmartPLS

Digital Job Demands (DJD) were specified as a formative second-order construct composed of Technology Dependence (DEP), Availability (AVL), and Work Intensification (WI). As shown in Table 3, all outer weights are positive and statistically significant ($p < 0.001$), indicating that each first-order factor contributes meaningfully to the formation of the higher-order construct. In addition, all outer loadings exceed the recommended threshold of 0.50, ranging from 0.743 to 0.965, supporting the relevance and representativeness of the first-order dimensions. The variance inflation factor (VIF) values range from 1.231 to 1.892, remaining well below the conservative cutoff value of 5, thus indicating that multicollinearity is not a concern (Hair et al., 2020). Overall, these results confirm the adequacy of modeling Digital Job Demands as a formative higher-order construct.

Table 3. *Second Order Factor (SOF) Validity*

SOF	FOF	Outer Weight	T Statistics	P Values	Outter Loadings	VIF
DJD	DEP	0.288	6.339	0.000	0.743	1.231
	AVL	0.502	16.235	0.000	0.895	1.775
	WI	0.849	25.967	0.000	0.965	1.892

Note. SOF = Second Order Factor, FOF = First Order Factor, T = t – statistics, P = Probability (P) value, VIF = Variance Inflation Factor.

Source: Developed by the authors based on calculations from SmartPLS

4.2. Structural model

In line with prior PLS-SEM research, hypothesis testing relied on a bootstrapping procedure with 5,000 resamples (Hair et al., 2024). This procedure was used to evaluate the magnitude and statistical significance of the structural relationships among the constructs (see Table 5). The model demonstrates acceptable explanatory power, explaining 18.5% of the variance in burnout and 41.1% of the variance in turnover intention, indicating moderate predictive accuracy, respectively.

As reported in Table 5, Digital Job Demands have a positive and significant effect on burnout (H1: $\beta = 0.430$, $t = 6.370$, $p < 0.001$); therefore, H1 is confirmed. Digital job demands also positively influence turnover intention (H2: $\beta = 0.199$, $t = 3.569$, $p < 0.001$); thus, H2 is confirmed. Furthermore, burnout exerts a strong positive effect on turnover intention (H3: $\beta = 0.474$, $t = 8.421$, $p < 0.001$), providing support for H3.

Table 5. *Hypotheses testing*

	β	STDEV	t	p-value	Result
H1: Digital Job Demands → Burnout	0.430	0.068	6.370	0.000	Confirmed
H2: Digital Job Demands → Turnover Intention	0.199	0.056	3.569	0.000	Confirmed
H3: Burnout → Turnover Intention	0.474	0.056	8.421	0.000	Confirmed

Note. β = Beta Coefficient (Path Coefficient), STDEV = Standard Deviation, t = T – statistics, p = Probability value; *Relationships are significant at P-value < 0.05.*

Source: Developed by the authors based on calculations from SmartPLS

4.3. Mediation analysis

Hypothesis H4 examines whether burnout (BRN) mediates the relationship between digital job demands (DJD) and turnover intention (TRN). As shown in Table 6, the indirect pathway linking DJD to TRN via burnout is positive and statistically significant, indicating that burnout functions as an important mediating mechanism in this relationship.

The results show that digital job demands exert a strong total effect on turnover intention (β = 0.403, t = 6.022). When burnout is included in the model, the direct effect of DJD on TRN remains positive and significant (β = 0.199, t = 3.569), while the indirect effect transmitted through burnout is also significant (β = 0.204, t = 4.836, p < 0.001). These findings provide empirical support for Hypothesis H4.

Table 6. *Mediation analysis*

	Total Effects		Direct Effects			Indirect Effects			Results
H	β	t	β	t	H4:	β	t	p	
DJD→TRN	0.403	6.022	0.199	3.569	**DJD→BRN→TRN**	0.204	4.836	0.000	Confirmed

Note. H = Hypothesis, β = Beta Coefficient, t = t – statistics, p = Probability value; *Relationships are significant at P-value < 0.05.*

Source: Developed by the authors based on calculations from SmartPLS

4.4. Moderation analysis

To assess the presence and strength of the moderating effect of perceived organizational support (POS) on the relationship between burnout and turnover intention, an interaction term (POS × BRN) was included in the structural model and evaluated using the PLS-SEM bootstrapping procedure (see Table 7). In line with the recommendations of Hair et al. (2020), moderation effects were assessed based on the significance and direction of the interaction coefficient, followed by a simple slope analysis to facilitate interpretation. As shown in Table 7 (Panel A), the interaction effect between burnout and perceived organizational support is negative and statistically significant (β = −0.072, t = 1.978, p = 0.049), indicating that POS weakens the positive relationship between burnout and turnover intention. This finding suggests a buffering moderation effect, whereby higher levels of organizational support mitigate the behavioral consequences of employee burnout, consistent with the health-impairment process proposed by the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2017).

To further interpret the nature of this interaction, a simple slope analysis was conducted at low (−1 SD), mean, and high (+1 SD) levels of POS. As reported in Table 3 (Panel B), the positive effect of burnout on turnover intention is strongest when perceived organizational support is low (β = 0.546, p < 0.001) and weakest when POS is high (β = 0.403, p < 0.001). These results confirm that organizational support does not eliminate the effect of burnout but substantially reduces its intensity.

Finally, the conditional indirect effects were examined to assess whether the indirect relationship between digital job demands and turnover intention via burnout varies across levels of POS. The results presented in Table 3 (Panel C) indicate that the indirect effect is strongest at low levels of POS (β = 0.235, p < 0.001) and progressively weaker at mean (β = 0.204, p < 0.001) and high levels of POS (β = 0.173, p < 0.001). This pattern provides evidence of a moderated mediation effect, demonstrating that perceived organizational support attenuates the transmission of digital job demands into turnover intention through burnout (Hair et al., 2020). The results provide empirical support for Hypothesis H5, confirming the moderating effect of perceived organizational support on the relationship between burnout and turnover intention. Specifically, perceived organizational support weakens the positive association between burnout and turnover intention, indicating a buffering effect whereby organizational resources mitigate the translation of employee exhaustion into withdrawal intentions.

Table 7. *Moderation and conditional effects of perceived organizational support (POS)*

Panel A. Moderation effect (interaction term)

Relationship	β	STDEV	t-value	p-value	Interpretation
POS × Burnout → Turnover Intention	−0.072	0.036	1.978	0.049	POS weakens the positive effect of burnout on turnover intention

Source: Developed by the authors based on calculations from SmartPLS

Panel B. Simple slope analysis of Burnout → Turnover Intention at different levels of POS

Level of POS	β	SE	t-value	p-value
POS −1 SD (Low)	0.546	0.063	8.628	< 0.001
POS Mean	0.474	0.056	8.422	< 0.001
POS +1 SD (High)	0.403	0.071	5.708	< 0.001

Source: Developed by the authors based on calculations from SmartPLS

Panel C. Conditional indirect effects (moderated mediation)

Level of POS	Indirect effect (β)	SE	t-value	p-value
POS −1 SD (Low)	0.235	0.045	5.204	< 0.001
POS Mean	0.204	0.042	4.837	< 0.001
POS +1 SD (High)	0.173	0.045	3.856	< 0.001

Source: Developed by the authors based on calculations from SmartPLS

5. CONCLUSION

This study provides empirical evidence that digital job demands—conceptualized as a second-order construct comprising technology dependence, constant availability, and work intensification—significantly increase burnout and turnover intention among employees in a luxury hotel context, consistent with the Job Demands–Resources (JD-R) model. The findings confirm that burnout functions as a central mechanism through which digitally intensified work environments translate into withdrawal-related outcomes, extending prior hospitality research on exhaustion and employee turnover. Importantly, perceived organizational support attenuates the positive relationship between burnout and turnover intention, highlighting the buffering role of social exchange processes in reducing employees' intentions to leave under high digital strain.

5.1. Theoretical implications

This research offers several important theoretical contributions. First, it advances the JD-R literature on digital work by empirically validating digital job demands as a formative higher-order construct in hospitality. While previous studies often examined isolated technostressors, the present findings align with Scholze and Hecker (2023, 2024) by showing that technology dependence, availability, and work intensification jointly constitute a meaningful and theoretically coherent demand structure with significant consequences for employee well-being. This strengthens the conceptual clarity and applicability of the JD-R model in digitally intensive service contexts.

The study contributes to the burnout–turnover stream in hospitality research by confirming burnout as a partial mediator between digital job demands and turnover intention. This extends earlier hotel-focused studies demonstrating that excessive workload and stress increase turnover primarily through exhaustion (Baquero, 2023; Wang & Wang, 2020), while explicitly situating digitalization as a key upstream driver of this process.

By integrating Social Exchange Theory, the study clarifies when and for whom burnout translates into turnover intention. The moderating role of POS supports SET's reciprocity logic (Blau, 1964), showing that employees who feel valued and supported are less likely to respond to burnout with withdrawal intentions. This finding is consistent with prior evidence that organizational support buffers the negative effects of technostress and burnout (Paijan et al., 2022; Saikrishna & Suresh, 2024; Wang & Wang, 2020), and it extends this literature by demonstrating a moderated mediation mechanism within a digitally demanding hospitality environment. Taken together, the results enrich current theory by linking digital job demands, strain processes, and relational exchange mechanisms into an integrated explanatory framework.

5.2. Practical implications

The findings also yield clear managerial implications for luxury hotel organizations undergoing digital transformation. Managers should acknowledge that digitalization can function as a job stressor, not only as a productivity tool. High levels of technology dependence, constant system availability, and work intensification should be actively managed through clear digital boundaries, smarter notification systems, and realistic performance expectations. These measures are essential to prevent digital efficiency gains from translating into employee exhaustion (Scholze & Hecker, 2024).Given the mediating role of burnout, burnout prevention should be a strategic priority. Regular monitoring of employee exhaustion, training in digital workload management, and recovery-oriented HR practices can reduce the likelihood that digital job demands escalate into turnover intention, in line with recommendations from hospitality burnout research (Baquero, 2023).

More, the buffering effect of perceived organizational support highlights the importance of supportive leadership and organizational care, especially in digitally intensive luxury hotels. Visible managerial

support, responsiveness to employee concerns, and access to assistance signal reciprocity and reduce employees' motivation to leave, even under high strain conditions (Wang & Wang, 2020; Saikrishna & Suresh, 2024). Finally, the moderated mediation results suggest that organizational support is most critical when digital job demands are high. Luxury hotels seeking to retain skilled employees should align technological investments with strong support systems, ensuring that digital transformation enhances service quality without undermining employee well-being and long-term workforce stability.

6. LIMITATIONS AND FUTURE RESEARCH

This study is limited by its cross-sectional design and single luxury hotel context, which may restrict causal inference and generalizability. Future research should employ longitudinal designs, examine diverse hospitality settings, and incorporate additional variables or data sources to further explore the effects of digital job demands on employee well-being and turnover.

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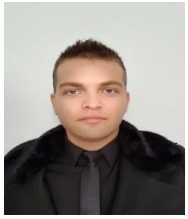

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Citation: *Ionut-Andrei Militaru & Marius-Lucian Breaban." The Pressure of New Technology Adoption in Luxury Hotels: Employee Burnout and the Role of Perceived Organizational Support" International Journal of Managerial Studies and Research (IJMSR), vol 14, no.1, 2026, pp. 66-75. DOI: https://doi.org/10.20431/2349-0349.1401008.*